



Aboriginal and Torres Strait Islander
Housing Queensland

2020-21 Annual Report

Housing People Together





Aboriginal and Torres Strait Islander
Housing Queensland

ANNUAL REPORT 2020-21

Housing People Together

Communication objective

Aboriginal and Torres Strait Islander Housing Queensland Limited (ATSIHQ) is a registered public company. This annual report provides information about ATSIHQ's financial and non-financial performance for 2020-21.

This annual report was produced by the ATSIHQ Communications and Partnerships Division of ATSIHQ in November 2021. The responsibility and accuracy for this annual report rests with ATSIHQ.

ATSIHQ is committed to transparency. If you have difficulty understanding this annual report, you can contact us on (07) 3012 6349 and we will assist you.

ATSIHQ Details

Chairperson:	Mary Doctor
Deputy Chairperson:	Angelina Akee
Chief Executive Officer:	Neil Willmet
ATSIHQ ABN:	599 512 220
Annual Report Period:	1 July 2020 to 30 June 2021
Website:	www.housingqueensland.com.au

Aboriginal and Torres Strait Islander Housing Queensland (ATSIHQ) acknowledge the Traditional Custodians of country throughout Australia and their connections to land, sea and community. We pay our respect to Elders past, present and future.

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About This Report

The Aboriginal and Torres Strait Islander Housing Queensland (ATSIHQ) provides this document as a summary of our operational achievements and financial performance during 2020–21.

The intent of this annual report is to tell the story of what we do, why we do it, and how our work provides support and assistance to our Members who work tirelessly to improve the housing outcomes of Aboriginal and Torres Strait Islander peoples in Queensland.

This year’s report predominantly outlines the establishment and achievements of ATSIHQ.

Our audience

This annual report is primarily aimed at the following stakeholders:

- the organisations we serve – our Members
- State Government and non-government partners who provide much needed funding and in-kind support to the organisations we serve; and
- Current and future employees of ATSIHQ who provide high-quality professional support, advice and services to our Members and partners.

The theme of this report

Housing People Together is our theme for this annual report. It touches on the essence of ATSIHQ and who we are and what we do. The theme captures the business direction of ATSIHQ as it strives to bring together Members, stakeholders, policy makers and investment so that there is a visible improvement in the housing outcomes of Aboriginal and Torres Strait Islander peoples in Queensland.



A message from our Chairperson

On behalf of the Board, I am pleased to present the 2020–21 Aboriginal and Torres Strait Islander Housing Queensland (ATSIHQ) Annual Report.

ATSIHQ plays a central role in ensuring that the Queensland Aboriginal and Torres Strait Islander Community Controlled Housing Sector (the Sector) has a strong voice, is stable and is supported to respond effectively and efficiently to the changing housing needs of Aboriginal and Torres Strait Islander Queenslanders.

During the reporting period, ATSIHQ was successfully established after over 10 years of lobbying by Aboriginal and Torres Strait Islander community housing providers in Queensland who have sought a peak body to represent their interests.

I look forward to our Members working with ATSIHQ in 2021–22 on Sector-wide priorities and strategies to strengthen the Sector so that it can deliver better housing outcomes for Aboriginal and Torres Strait Islander peoples living in Queensland.

On behalf of the ATSIHQ Board, I commend the initiatives and actions delivered by ATSIHQ in 2021–22.

We would not have been able to deliver such initiatives and actions without the continued support of both corporate and government partners who selflessly contributed in a range of ways throughout this initial development phase. We thank the Queensland Government, in particular, the

Department of Communities, Housing and Digital Economy for their continued support. In partnership with the Queensland Government, we would also like to recognise and thank the hard work of Umpi Korumba Aboriginal and Torres Strait Islanders Corporation for Housing for securing and managing the funds for the establishment of ATSIHQ. With key organisational development activities in progress throughout the year we thank leading Australian law firm, Gadens for the continued counsel for assisting us to develop key milestone documents including our Constitution.

I would like to thank all of the Directors, Angelina Akee (Townsville), Gary White (Dalby), Michelle Hooke (Bowen), Glenis Grogan (Kuranda), Virginia Mayo (Mt Isa) and Charles Martin (Thursday Island) for their time, advice, commitment and dedication during the establishment of ATSIHQ. I would also like to mention the contributions of Greg Whittaker (Cooktown) and Lorraine Tutton (Brisbane) who were proxy members of the Housing Working Group and involved in our establishment.

Finally, I would like to thank all the Queensland Aboriginal and Torres Strait Islander community housing provider Chief Executive Officers/General Managers and Boards that have provided encouragement and public support for ATSIHQ during the successful establishment of our organisation.

Mary Doctor
ATSIHQ Chairperson
November 2021

A message from our Chief Executive Officer

While the 2020–21 Aboriginal and Torres Strait Islander Housing Queensland (ATSIHQ) Annual Report will detail our achievements during the establishment phase of our organisation, we are proud to note that ATSIHQ was developed over five months and also managed to deliver some key initiatives to our Sector.

As the inaugural CEO, it is an honour to have been given the opportunity to start and lead an organisation that will bring together some much-needed unity and advocacy to the Sector and help deliver on this Report's theme of 'Housing People Together'.

In this report, readers will gain an appreciation of the tireless work that many of the Sector's identities have undertaken over the many years to improve the outcomes of the Aboriginal and Torres Strait Islander community housing sector.

Knowing this, we remain deeply appreciative of their efforts to get us here and we intend to build on their legacy for years to come. We hope that our Members and Stakeholders can buy into our vision "to eliminate the disparities in housing experienced by Aboriginal and Torres Strait Islander people in Queensland."

I value the many relationships that ATSIHQ has developed

during 2020–21 with our Members and partners and I am equally as excited to work with our Sector's many stakeholders to develop and grow our reach and impact in years to come.

We have received some extensive support externally through our corporate and government partners. In particular, we would like to thank the Queensland Government and Umpi Korumba Aboriginal and Torres Strait Islanders Corporation for Housing for working hard together to enable us to launch an organisation to improve the outcomes of our sector. I thank them for their involvement and look forward to progressing these mutually beneficial relationships. To our Sector and those that attended our launch in May, I thank them for their support of our vision.

I would like to thank John Huggins, ATSIHQ General Manager, Communications and Partnerships for his counsel, personal leadership, teamwork and commitment.

Last but not least, I would like to sincerely thank the entire ATSIHQ Board for their guidance, leadership, wisdom and vision in establishing ATSIHQ.

Neil Willmetts
Chief Executive Officer
November 2021

About us

Our vision

Working together to eliminate the disparities in housing experienced by Aboriginal and Torres Strait Islander people in Queensland.

Our purpose

Strengthen Aboriginal and Torres Strait Islander community housing providers and Indigenous Councils in Queensland so that they can provide greater benefit to local Aboriginal and Torres Strait Islander communities, and; Support government and non-government partners to deliver quality housing and homelessness services to Aboriginal and Torres Strait Islander people.

Our operating environment

ATSIHQ operates within a complex environment, shaped by a range of factors that impact on Aboriginal and Torres Strait Islander housing outcomes and housing supply in Queensland.

The work of Aboriginal and Torres Strait Islander community housing providers, Indigenous Councils and our partners and putting them at the centre of our work, drives the design and delivery of ATSIHQ services.

Our key challenges

Our key challenges in eliminating the disparities in housing experienced by Aboriginal and Torres Strait Islander people in Queensland are:

ICHO financial sustainability

The Queensland ICHO sector largely comprises small-scale providers with aging portfolios of less than 40 dwellings. Income for some of these community housing providers does not always cover operating expenses and some sell assets to pay debts, displacing vulnerable tenants.

ICHO housing supply

Queensland ICHO's have a limited ability to independently grow the supply of social and affordable housing for Aboriginal and Torres Strait Islanders and need to urgently acquire more properties to provide to Aboriginal and Torres Strait Islander families.

ICHO organisational capacity

Poor organisational development and capacity has impacted on the viability of some Queensland ICHOs. To date, business support has been limited, expensive or in some locations not available at all.

ICHO workforce development

A low paid Queensland ICHO workforce creates a challenge when trying to attract and/or retain employees. The cost of training reduces professional development and support for career development.

Alignment with government housing plans

The Queensland Government has two current housing plans. Plans need to align with ATSIHQ advocacy work to achieve meaningful Aboriginal and Torres Strait Islander housing outcomes.

Meeting the needs of Members and Partners

By strengthening the ATSIHQ planning process and stakeholder engagement, we will be able to better manage our ability to meet stakeholder needs and community expectations.

Uptake of ATSIHQ services and products

By better understanding our stakeholders, improving our engagement and building ATSIHQ capability, ATSIHQ can ensure that our organisation will provide services and products that are used by our members and partners.

We will continue to be responsive to the changing environment and take leadership and action to ensure Aboriginal and Torres Strait Islander community housing providers, Indigenous Councils in Queensland and our partners have better access to information and ATSIHQ services and products.

Our key opportunities to eliminate the disparities in housing experienced by Aboriginal and Torres Strait Islander people in Queensland are:

- **Develop** ATSIHQ leadership capabilities at all levels to drive organisational change and embrace new opportunities.
- **Foster** a culture of workforce flexibility, innovation and agility that enables ATSIHQ to meet the future needs and changing expectations of our members and partners.
- **Lead** by example and position ourselves to create a stronger Aboriginal and Torres Strait Islander Community Housing Sector in Queensland.
- **Build** ATSIHQ's capacity to respond to a digitised future, utilise technology to analyse and share data to gain new insights and transform the way we do business.
- **Harness** our collective strength and expertise to build a resilient, unified ATSIHQ and Aboriginal and Torres Strait Islander Community Housing Sector in Queensland.

Our history

The following is a timeline of key events that occurred prior to the appointment of Aboriginal and Torres Strait Islander Housing Queensland's (ATSIHQ) first employee in December 2020 and the formal establishment of our company in May 2021.

1960's & 1970's

Commonwealth Support

Since the 1960s, the Commonwealth Government had funded the provision of Aboriginal and Torres Strait Islander housing across Australia.

Commonwealth Government funding built related infrastructure for essential services such as water, power, sewerage and transport access; and some municipal services, on former Aboriginal reserves, missions, traditional land. Funding also assisted some Aboriginal and Torres Strait Islander people living in cities and regional centres.

Community Housing Established

Aboriginal and Torres Strait Islander community housing providers have a long and proud history in Queensland.

Many of these Aboriginal and Torres Strait Islander community housing providers were established across Queensland in the early 1970's and 1980's by Aboriginal and Torres Strait Islander community leaders to address discrimination in the mainstream housing market and to provide housing options for the local community.

Some of these organisations will soon celebrate 50 years of operations.

1980's

CHIP Funding

By the 1980's, the majority of Aboriginal and Torres Strait Islander community housing providers in Queensland were funded by the Commonwealth Government Department of Aboriginal Affairs (DAA) through the Community Housing and Infrastructure Programme (CHIP funding).

These tied and untied grants were used to:

- Construct new houses; purchase new houses and demolish and replace houses
- undertake major house renovations; and undertake scheduled maintenance and repairs
- deliver quality tenancy management;
- fund management and administration costs, including employee salaries, and:
- fund operational costs, including commercial property rent.

Aboriginal and Torres Strait Islander community housing providers in Queensland benefited from Commonwealth Government funding, however a new policy direction in the early 1980's meant that they had to compete for these scarce funds with the Queensland Government.

Under the then Prime Minister Malcom Fraser, the Commonwealth Government made CHIP funding available to the Queensland Government (which was then led by Premier Joh Bjelke-Petersen). This reduced the overall funding pool that was available to Aboriginal and Torres Strait Islander community housing providers in Queensland.

CHIP Funding

Continued

The Queensland Government used a large portion of this Commonwealth Government funding to purchase and maintain State-owned properties. Their CHIP funding was not used for much needed Aboriginal and Torres Strait Islander housing. At the time, Queensland Government did not have to account to the public on how or where this funding was spent.

This Commonwealth Government policy decision saw a slow-down in the establishment of new Aboriginal and Torres Strait Islander community housing providers in Queensland and also the number of properties that that were purchased and rented back to the local Aboriginal and Torres Strait Islander community.

1990's

ATSIC

In 1990, under the then Prime Minister Bob Hawke, the Commonwealth Government handed control of CHIP funding over to Aboriginal and Torres Strait Islander Commission (ATSIC).

Between 1990 and its dismantling in 2005, ATSIC used this funding to successfully grow Aboriginal and Torres Strait Islander community housing providers and their properties in Queensland.

By the end of ATSIC in 2005, there were approximately 80 Aboriginal and Torres Strait Islander community housing providers in Queensland with an estimated 4,000 properties that were being rented to low and middle income Aboriginal and Torres Strait Islander families.

Ending Commonwealth Support

In mid-2005, under the then Prime Minister John Howard, the Commonwealth Government took back control of CHIP funding. In 2006, the Commonwealth Government announced their plan to abolish this funding program and not to replace it. They continued to manage CHIP funding until it was abolished in June 2008. This brought an end to the Commonwealth Government funding of Aboriginal and Torres Strait Islander community housing providers in Queensland.

On 30 June 2008, CHIP was abolished leaving Aboriginal and Torres Strait Islander community housing providers in Queensland to survive on rental income (which was already below market rent), the disposal of properties, and a small volunteer workforce. Some of these providers tried to establish businesses to supplement the loss of income, but many failed because the organisations were housing providers and not entrepreneurs.

Policy Changes & Funding Implications

The decision of the Commonwealth Government to stop funding Aboriginal and Torres Strait Islander community housing providers across Australia has had disastrous results. Since late 2008, approximately 20 Aboriginal and Torres Strait Islander community housing providers in Queensland have closed, and their properties have been sold. This has displaced a large number of Aboriginal and Torres Strait Islander families. The remaining Aboriginal and Torres Strait Islander community housing providers have been forced to continue selling their existing housing stock to survive or to meet rising insurance and council rate costs.

This decision to abolish CHIP funding in 2008 continues to have a significant and ongoing impact on Aboriginal and Torres Strait Islander community housing providers in Queensland.

60 Million Dollar Agreement

In July 2008, in an agreement between the Queensland Government (which was then led by Premier Anna Bligh) and the Commonwealth Government (which was then led by Prime Minister Kevin Rudd), the Commonwealth Government provided the Queensland Department of Housing and Public Works with \$60 million to “upgrade to an acceptable level” houses that were being managed by Aboriginal and Torres Strait Islander community housing providers in Queensland. In exchange for this funding, the Queensland Government would take over responsibility for tenancy management of these properties.

Aboriginal and Torres Strait Islander community housing providers in Queensland were outraged because they were never consulted about this decision or government deal and never supported tenancy management transfer to Queensland Department of Housing and Public Works. As a result, this money was used by the Queensland Department of Housing and Public Works for other purposes.

Calls for a Peak Body

By the end of 2008, Aboriginal and Torres Strait Islander community housing providers in Queensland were lobbying stakeholders to establish a peak body to assist them to survive after the Commonwealth Government abolished CHIP funding and the Queensland Government received \$60 million from the Commonwealth Government.

A New Beginning

In January 2010, the 2010 State-wide Workshop of Indigenous Housing Organisations (IHO) was organised by the Queensland Aboriginal and Torres Strait Islander Human Services (QATSIHS) Coalition who were part of QCOSS (Queensland Council of Social Service). The workshop was sponsored by QShelter and the SEQ RIHO.

At this workshop, an IHO State-wide Working Group (ICHOSWSG) was formed to advocate on Aboriginal and Torres Strait Islander community housing provider issues and to lead Sector reforms. The ICHOSWSG was responsible for progressing the outcomes of this workshop and had a broad role to:

- Advocate on issues important to strengthening the Aboriginal and Torres Strait Islander community housing provider sector and improving outcomes for Aboriginal and Torres Strait Islander people.
- Design and implement sector reform and capacity building initiatives.
- Develop structures, networks and bodies to maximise the effectiveness of advocacy, lobbying and sector reform.
- Influence the development and philosophies of federal and state government policies, services and programs.
- Promote the work of the Aboriginal and Torres Strait Islander community housing provider sector in Queensland.
- Encourage and facilitate cooperation and collaboration between Aboriginal and Torres Strait Islander community housing providers in Queensland.
- Prepare and present submissions to federal and state government on behalf of members and the Aboriginal and Torres Strait Islander community housing providers sector in Queensland.

A New Beginning

Continued

The ICHOSWSG membership included:

- Ian Appo, North Queensland Regional Indigenous Housing Cooperative, Townsville
- Brad Currie, Manager, Mununjali Housing & Development Company Ltd, Beaudesert
- Russell Doctor, Chairman, Umpi Korumba Aboriginal and Torres Strait Islander Corporation for Housing, Brisbane
- Justin Saunders, Chairman, Black Community Housing Service, Brisbane
- Barbara West, Secretary, Chjowai Housing Cooperative, Innisfail
- Gary White, CEO, Goolburri Regional Housing, Dalby

The ICHOSWSG was supported by Jody Currie and Garth Morgan from the QATSIHS Coalition. The ICHOSWSG working partners included the Australian Housing and Urban Research Institute (AHURI), QShelter and the Red Cross.

In May 2010, the ICHOSWSG met with QShelter to discuss the establishment of a peak body for Aboriginal and Torres Strait Islander community housing providers in Queensland.

A year later on 24 May 2011, the ICHOSWSG established the new Aboriginal and Torres Strait Islander housing peak body. The establishment of this organisation was supported by the QATSIHS Coalition, QShelter and Haynes law firm. This new peak body was named the “Queensland Aboriginal & Torres Strait Islander Housing Council (QATSIHC)”.

A New Beginning

Continued

Leaders who were present at this historic Brisbane establishment meeting included:

- the ICHO State-wide Working Group (ICHOSWSG)
- Mary Doctor, QATSIHS Coalition
- Tiga Bayles, QATSIHS Coalition
- Garth Morgan, QATSIHS Coalition
- Jody Currie, QATSIHS Coalition
- Sam Raciti, Mudth-Niyleta Aboriginal & Torres Strait Islander Corporation, Sarina
- Glen Carmichael, North Stradbroke Island Aboriginal and Islanders Housing Co-operative Society, North Stradbroke Island
- Denise Lewis, Kalwun Development Corporation, Gold Coast
- Cheryl Jacob, Winnam Aboriginal and Torres Strait Islander Housing, Brisbane
- Kambu Progress Association

Sadly, QATSIHC didn't progress past 2011 due to an inability to secure operational funding to employ staff to develop and implement

2019 & 2020

Public Announcement Lifts Spirits

Between 2010 and 2015, no Queensland Government (ALP or Coalition) was interested in funding an Aboriginal and Torres Strait Islander community housing peak body in Queensland.

In 2016, the Queensland Government which was led by Premier Annastacia Palaszczuk re-examined the peak body's potential role and purpose and realised that it could play an important role in strengthening the Queensland Aboriginal and Torres Strait Islander community housing sector and outcomes.

On 7 September 2016, Neil Willmetts (Executive Director, Department of Housing and Public Works) organised and hosted the First Queensland Government ICHO Forum at 80 George Street, Brisbane. At this forum, the Queensland Government announced their intent to provide seed funding to establish a new Queensland Indigenous Community Housing Organisation (ICHO) Peak Housing Body.

Queensland Government Commitment

After years of careful consideration, in 2019, the Queensland Government (led by Premier Annastacia Palaszczuk) made another public commitment to formally fund the establishment of a Queensland Indigenous Community Housing Organisation (ICHO) Peak Housing Body. This time it was contained in the Queensland Aboriginal and Torres Strait Islander Housing Action Plan 2019 – 2023.

Action 13 stated that the Queensland Government will:

“Establish an Aboriginal and Torres Strait Islander housing body that will work with Indigenous Community Housing Organisations, and Aboriginal and Torres Strait Islander Councils, to improve housing outcomes for Aboriginal and Torres Strait Islander Queenslanders.”

Housing Working Group Formed

On 22 March 2019, Mick Gooda (First Nations Housing Advisor, Department of Housing and Public Works) organised and hosted the Second Queensland Government ICHO Forum at Stamford Plaza Hotel, Brisbane. At this forum, Aboriginal and Torres Strait Islander community housing providers in Queensland selected seven (7) peers to form a Housing Working Group (HWG) to oversee the establishment of a new Queensland Indigenous Community Housing Organisation (ICHO) Peak Housing Body.

The following leaders were selected to form the HWG at this forum:

- Mary Doctor, General Manager, Umpi Korumba Aboriginal and Torres Strait Islander Corporation for Housing (Brisbane) was selected as the Chair of the HWG.
- Angelina Akee, Chairperson, A.B.I.S Community Cooperative Society Ltd, (Townsville); Gary White, CEO, Goolburri Regional Housing Company, (Dalby); Michelle Hooke, CEO, Girudala Community Cooperative Society Ltd, (Bowen); Virginia Mayo, Director, Aboriginal & Torres Strait Islander Corporation for Welfare Services, (Mt Isa); Glenis Grogan, CEO, Ngoonbi Community Services Indigenous Corporation, (Kuranda); and Charles Martin, Vice President, Torres Strait Co-Operative Society Ltd, (Thursday Island) were selected as the other members of HWG.
- Greg Whittaker, CEO, Gungarde Community Centre Aboriginal Corporation (Cooktown) and Lorraine Tutton, General Manager, Winnam Aboriginal & Torres Strait Islander Corporation (Brisbane) were also selected as HWG proxies.

Government Tender Released

A year later on 13 August 2020, the Queensland Government invited several Queensland organisations to respond to a QTender document titled “Invitation to Respond to Request: Establishment of Indigenous Community Housing Organisation (ICHO) Peak Housing Body”. The closing date of this QTender was 31 August 2020.

Peak Body Contract Secured

In September 2020, Umpi Korumba Aboriginal and Torres Strait Islander Corporation for Housing (Umpi Korumba) was notified by the Queensland Department of Communities, Housing and Digital Economy that they were the successful organisation that won the Queensland Government tender to establish the Queensland “Indigenous Community Housing Organisation (ICHO) Peak Housing Body”. A funding contract was signed in late September 2020.

Peak Body Funding Received

In November 2020, Umpi Korumba Aboriginal and Torres Strait Islander Corporation for Housing (Umpi Korumba) received the first ICHO Peak Housing Body Project payment from the Queensland Department of Communities, Housing and Digital Economy.

Peak Body Employees Recruited

In December 2020, Neil Willmetts and John Huggins were recruited to establish Aboriginal and Torres Strait Islander Housing Queensland.

Our 2020-21 highlights

2020-21 was the first year of operations for Aboriginal and Torres Strait Islander Housing Queensland. Our first employee was recruited in December 2020 and we were formally incorporated on 13 May 2021. The following are some of our highlights during this reporting period:

Umpi Korumba Aboriginal and Torres Strait Islander Corporation for Housing **secured funding** from the Department of Communities, Housing and the Digital Economy (DCHDE) to establish our organisation.

In May 2020, we **incorporated and registered the company, secured office premises** in the Brisbane CBD and **launched ATSIHQ** at Queensland Parliament House.

The **Housing Working Group met monthly** between January and June 2021 to oversee and guide the successful establishment of our organisation.

To guide members and partners we developed the **ATSIHQ website**; and **developed multiple free resources**.

We **recruited leaders** with a track record in achievement to lead the day-to-day work to establish our organisation.

We started to **engage with members** (and future members), **build partnerships** and **participate in key meetings** that were related to Aboriginal and Torres Strait Islander housing outcomes.

During our establishment, we **developed the company constitution; determined Membership categories**; and **identified housing priorities**.

We partnered with the DCHDE to deliver the **3rd Queensland ICHO Forum** which updated participants on our combined work.

Importantly, **we established the organisation in just five (5) months**.

For detailed information on our 2020-21 Achievements, please go to Part 3 of the Annual Report.

PART 1

Our leadership & governance

Our leadership

Aboriginal and Torres Strait Islander Housing Queensland is a not-for-profit company that is governed by a seven-member Board made up of Directors who have significant management, capability, housing and cultural expertise. The ATSIHQ Chairperson and ATSIHQ Deputy Chairperson were selected from amongst our appointed Directors. These Directors are not “regional representatives” and are responsible for collectively governing the company.

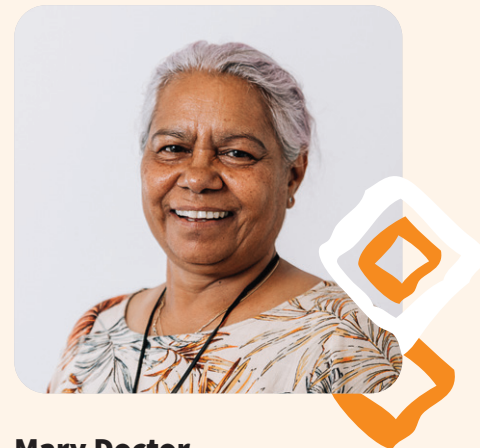
Our board

The 2020–21 ATSIHQ Board included:

- **Mary Doctor**, ATSIHQ Chairperson
- **Angelina Akee**, ATSIHQ Deputy Chairperson
- **Gary White**, ATSIHQ Director
- **Michelle Hooke**, ATSIHQ Director
- **Virginia Mayo**, ATSIHQ Director
- **Glenis Grogan**, ATSIHQ Director
- **Charles Martin**, ATSIHQ Director

The ATSIHQ Board is made up of Directors who have significant management, capability, housing and cultural expertise.

Director Biographies



Mary Doctor

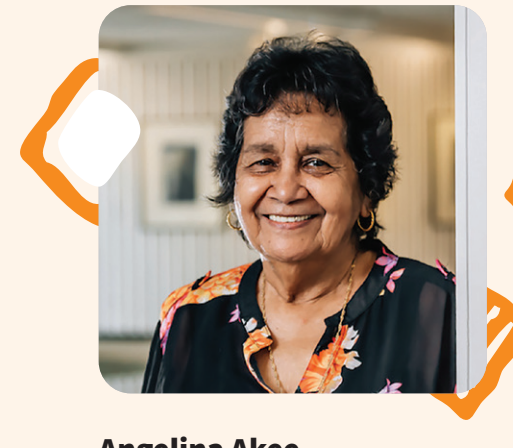
ATSIHQ Chairperson

Mary is the General Manager of Umpi Korumba Aboriginal and Torres Strait Islanders Corporation for Housing. Mary has been General Manager of this organisation since 1998.

Mary is the current Deputy Chairperson of the National Aboriginal and Torres Strait Islander Housing Association (NATSIHA), the national peak body for Aboriginal and Torres Strait Islander Housing in Australia. Mary is also a current member of the Queensland Government Ministerial Housing Committee (MHC) which advises the Queensland Housing Minister.

Mary has previously had an extensive career in employment-related roles for the Australian Government and leadership roles for community organisations and the Queensland Government’s Aboriginal and Torres Strait Islander policy.

Mary is Cobble Cobble, KuKu Yelang, Quandamooka and Jinabara.



Angelina Akee

ATSIHQ Deputy Chairperson

Angelina Akee is the Chair of ABIS Community Co-operative Society Limited, Townsville and brings extensive executive management and director experience across the housing, community care, legal and health sectors. She is also currently a Director of the North Queensland Land Council.

She has also served as Chair of, The Cultural Centre Trust, the Aboriginal and Torres Strait Islander Community Legal Services, and the Townsville Aboriginal and Torres Strait Islanders Corporation for Women; Founding Member of, the Aboriginal Child Care Agency, Townsville Aboriginal and Torres Strait Islanders Corporation for Women and Magani Malu Kes Townsville Limited; and, Secretary of the National Secretariat of Torres Strait Islander Organisations Limited.

Angelina continues to work actively in advocacy for housing, youth, disability and health for Aboriginal and Torres Strait Islander people.



Gary White

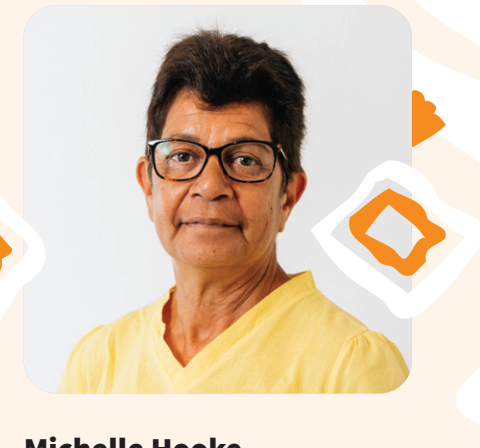
ATSIHQ Director

Gary is the CEO of the Goolburri Regional Housing Company in Dalby. He has been the CEO of this organisation since 2001. Gary also serves as the founding Chairperson of Goondir Health Services and has been for the past 24 years.

Gary is a former Director of the Queensland Aboriginal and Islander Health Council (QAIHC). QAIHC is the State peak body for Aboriginal and Torres Strait Islander health in Queensland. Gary’s previous experience governing an influential state peak body, as well as his detailed knowledge of the direct relationship between poor housing and the causes of poor health.

With strong involvement in the Dalby and District community since the 1980’s, Gary also serves as a member of Murrumba Aboriginal Housing Co Ltd and served on numerous community, state and national committees.

Gary is a descendant of the Kullilli and Ghungalu people.



Michelle Hooke

ATSIHQ Director

Michelle is the CEO of Girudala Community Cooperative Society in Bowen. She has been the CEO of this organisation since 1996.

In her role of CEO, Michelle’s focus has been for Girudala to provide services for their people as a step towards self-determination. She believes that housing is the key to community issues and believes that the empowerment of Indigenous Community Housing Organisations with a state peak Aboriginal and Torres Strait Islander Housing body is the first step towards addressing this.

Michelle is a former Director of the Queensland Aboriginal and Islander Health Council (QAIHC). QAIHC is the State peak body for Aboriginal and Torres Strait Islander health in Queensland.

Director Biographies



Virginia Mayo

ATSIHQ Director

Virginia is a Director of Aboriginal and Torres Strait Islander Corporation for Welfare Services in Mt Isa. She has been a Director of this organisation since 2013.

Virginia is a Kalkadoon woman and was previously Office Manager for Kalkadoon Community Pty Ltd and Director of Kalkadoon Native Title Aboriginal Corporation.

In these roles, Virginia contributed her significant expertise in negotiating Indigenous Land Use Agreements (ILUA), cultural heritage, training, risk and community engagement. Virginia previously worked in health and child protection in the Northern Territory and holds a Diploma of Child Protection, Social Justice through Charles Darwin University.



Glenis Grogan

ATSIHQ Director

Glenis is the Chief Executive Officer at Ngoonbi Community Services Indigenous Corporation in Kuranda, Far North Queensland.

In her role, Glenis oversees Ngoonbi's programs relating to home support, the Commonwealth Home Support Program, community housing, construction, CHIP, NDIS, youth empowerment, sport and recreation, welfare, Centrelink agent, early education and employment initiatives.

Her background is in health and higher education. Glenis sits on the Boards of Western Yalanji Aboriginal Corporation Registered Native Title Prescribed Body Corporate, Mona Mona Bulmba Aboriginal Corporation and Mamu Health Service.

Glenis is from Sunset Kuku Yalanji Bama with connection to the Djabugay, Djiru and Tagalaka Traditional Aboriginal peoples and is a descendant of Mona Mona Mission.



Charles Martin

ATSIHQ Director

Charles is a Director of the Torres Strait Cooperative Society Ltd on Thursday Island. He has been a Director of this organisation since 2011.

Charles' family hails from the Torres Strait and he is passionate about helping to improve the health and welfare of all underprivileged people, especially in Indigenous communities. Charles also believes that good health and education begin when people have decent and safe housing.

Our executive

ATSIHQ is responsible for implementing the ATSIHQ Board (and ATSIHQ Chairperson) instructions, and the day-to-day running of ATSIHQ. ATSIHQ is overseen by the ATSIHQ Chief Executive Officer, Neil Willmetts who is responsible for the overall success of ATSIHQ, making top-level operational decisions and hiring employees. He is supported by three ATSIHQ General Manager positions who are responsible for the ATSIHQ Business Divisions.

Executive Biographies



Neil Willmetts

Chief Executive Officer

Neil is a Waanyi and Kuku Yalanji man, and a national leader in Aboriginal and Torres Strait Islander housing, health and economic development.

Neil was recruited in December 2020 to be the Chief Executive Officer of Aboriginal and Torres Strait Islander Housing Queensland and to formally establish the organisation. As the CEO, he is responsible for implementing the strategic vision of the organisation and overall management of the organisation.

Throughout his career, Neil has led and supported multiple peak body organisations and is the former CEO of the Queensland Aboriginal and Islander Health Council (QAIHC). Neil's other management experience includes being Chief Operating Officer, Congress of Aboriginal and Torres Strait Islander Nurses and Midwives, Executive Director, Queensland Department of Housing and Public Works.



John Huggins

General Manager, Communications and Partnerships

John is a Bidjara and Birri Gubba Juru man who was recruited in December 2020 as the General Manager, Communications and Partnerships. John is responsible for leading all brand, marketing and communications for the organisation and is at the forefront of engaging with our partners to maximise benefits to our Members.

The General Manager, Communications and Partnerships plays a pivotal role in supporting the delivery of our Member Engagement Strategy and our Partnerships Engagement Strategy.

John brings significant experience and expertise to the organisation including marketing management, stakeholder engagement, economic development, creative industry leadership along with Corporate, digital and print communications that has been gained while employed in Tourism Australia, Visit Victoria, Queensland Government and the private sector.

Our governance

ATSIHQ Constitution

After months of consultation with the Housing Working Group, Gadens law firm finalised the 2021 ATSIHQ Constitution in May 2021. The 2021 ATSIHQ Constitution is a multi-page document that sets out certain rights, roles and responsibilities of members and directors and the rules which govern various internal management activities such as meetings of members and directors. The 2021 ATSIHQ Constitution is a fundamental component of our Governance Framework.

The ATSIHQ Board has a legal responsibility to:

- monitor the 2021 ATSIHQ Constitution to ensure that the rules are being followed
- implement remedies to address any breaches of the rules in the 2021 ATSIHQ Constitution.

The ATSIHQ Board also have a responsibility for:

- letting Members know when and how rules in the 2021 ATSIHQ Constitution can be legally changed, and
- proposing legal rule changes to the 2021 ATSIHQ Constitution for the Members to consider.

The 2021 ATSIHQ Constitution is available from our office.

ATSIHQ Adoption of the AICD Governance Principles

In May 2021, the ATSIHQ Board endorsed adopted the *Australian Institute of Company Directors Not-for-Profit Governance Principles*. These 10 Principles are the national governance benchmark and provide a detailed, practical and principles-based framework to help achieve governance excellence. They include:

PRINCIPLE 1

Purpose and Strategy

ATSIHQ has a clear purpose and a strategy which aligns its activities to its purpose.

PRINCIPLE 2

Roles and Responsibilities

There is clarity about the roles, responsibilities and relationships of the ATSIHQ Board.

PRINCIPLE 3

Board Composition

The ATSIHQ Board’s structure and composition enable it to fulfil its role effectively.

PRINCIPLE 4

Board Effectiveness

The ATSIHQ Board is run effectively and its performance is periodically evaluated.

PRINCIPLE 5

Risk Management

ATSIHQ Board decision making is informed by an understanding of risk and how it is managed.

PRINCIPLE 6

Performance

ATSIHQ uses its resources appropriately and evaluates its performance.

PRINCIPLE 7

Accountability and Transparency

The ATSIHQ Board demonstrates accountability by providing information to stakeholders about the organisation and its performance.

PRINCIPLE 8

Stakeholder Engagement

There is meaningful ATSIHQ engagement with stakeholders and their interests are understood and considered by the ATSIHQ Board.

PRINCIPLE 9

Conduct and Compliance

The expectations of behaviour for the people involved with ATSIHQ are clear and understood.

PRINCIPLE 10

Culture

The ATSIHQ Board models and works to instil a culture that supports the organisation’s purpose and strategy.

ATSIHQ Governance Framework

The *ATSIHQ Governance Framework* was approved by the ATSIHQ Board in June 2021. It provides information on who makes decisions, information on various roles and who has accountability. It ensures accountability, fairness and transparency in how the company runs. Acting as a supporting document to the *2021 ATSIHQ Constitution*, the *ATSIHQ Governance Framework* provides a framework from which the day-to-day management of operations is clear and compliant operations can grow.

ATSIHQ Governance Cycle

The *ATSIHQ Annual Governance and Management Cycle 2021/22* was approved by the ATSIHQ Board in June 2021. It includes a calendar of governance, planning, risk management, and performance, monitoring, analysis and reporting activities for the July 2021 – June 2022 period.

ATSIHQ Governance Arrangements

Aboriginal and Torres Strait Islander Housing Queensland is a not-for-profit company that is governed by a seven-member Board. It is made up of Directors who have significant management, capability, housing and cultural expertise. These Directors are not “regional representatives” and are responsible for collectively governing the company.

ATSIHQ relies on the ATSIHQ Board to effectively govern the various activities and relationships that make up our organisation. Good governance is embedded in the practices and procedures that help ATSIHQ do their work effectively and openly in an environment where roles and responsibilities are clearly understood.

ATSIHQ Board Leadership

The ATSIHQ Board ensure that ATSIHQ has a secure long-term future by:

- Establishing the organisation's strategic direction and priorities.
- Interacting with key stakeholders to inform them of achievements and ensuring they have input into determining strategic goals and direction.
- Regularly scanning the external operating environment to ensure that the organisation's strategic direction remains both appropriate and achievable.
- Monitoring organisational performance and evaluating the achievement of the strategic and
- Business plans and annual budget outcomes.
- Reporting back to Members at the Annual General Meeting (AGM).
- Establishing the policy framework for governing the organisation from which all operational policies and actions are developed.
- Ensuring the organisation has appropriate corporate governance structures in place including standards of ethical behaviour and promoting a culture of corporate and social responsibility.
- Defining key relationships between the organisation and its stakeholders and other key individual and organisations/groups.
- Appointing, setting targets in order to evaluate the performance of and reward as appropriate, the Chief Executive Officer.
- Monitoring Chief Executive Officer and organisational compliance with the relevant federal, state and local legislation and bylaws, and with the organisation's own policies.
- Providing advice and guidance to the Chief Executive Officer as required. Assessing risks facing the organisation, establishing a risk management plan and monitoring compliance.
- Evaluating the effectiveness as a Board.

ATSIHQ Chairperson and Deputy Chairperson Roles

The ATSIHQ Chairperson is responsible for ensuring that the ATSIHQ Board meetings function properly, that there is full Director participation during meetings, that all relevant matters are discussed and that effective decisions are made and carried out. The ATSIHQ Chairperson was also responsible for overseeing the organisation as a whole. The ATSIHQ Deputy Chairperson acts as the ATSIHQ Chairperson in their absence or during matters of conflict.

ATSIHQ Legal Structure

The full name of ATSIHQ is Aboriginal and Torres Strait Islander Housing Queensland Limited. ATSIHQ was incorporated and registered in Queensland on 13 May 2021. ATSIHQ is a public company limited by guarantee and incorporated under the Corporations Act 2001.

ATSIHQ Membership

In 2020-21, ATSIHQ established procedures for acceptance as a Member. Membership applications are processed by the company and presented to the ATSIHQ Board who make a final decision on them. The 2021 ATSIHQ Constitution includes two categories of membership – these are Member and Affiliate Member and are summarised.

The ATSIHQ Board ensure that ATSIHQ has a secure long-term future.

Our organisation

Our organisation

Aboriginal and Torres Strait Islander Housing Queensland consists of three important components which work together. These components include:

- ATSIHQ Members
- ATSIHQ Board
- ATSIHQ Company

1. ATSIHQ Members

ATSIHQ Members deliver comprehensive housing and housing support services to both Aboriginal and Torres Strait Islander and non-Indigenous people in Queensland.

As a formal membership organisation, ATSIHQ is here to provide support to its Members. The ongoing support of our Members is fundamental to ATSIHQ’s forward work program and the ongoing success of our Sector.

Membership Categories

There are two membership categories defined in the 2021 ATSIHQ Constitution – these are Member and Affiliate Member and are summarised below.

1. Member (with voting rights)

- A Queensland Aboriginal and Torres Strait Islander Community Controlled housing organisation.
- A Queensland Aboriginal or Torres Strait Islander Shire Council.

A Member is entitled to receive notices and attend the General Meeting of the Company and are entitled to speak and vote at General Meetings.

2. Affiliate Member (with NO voting rights)

- An Aboriginal and Torres Strait Islander Community Controlled organisation that provides housing support.

An Affiliate Member is entitled to receive notices and attend the General Meeting of the Company but are not entitled to speak or vote at General Meetings.

Members have specific rights that allow them to participate in some internal affairs of ATSIHQ. These rights are detailed in the rules of the organisation and are contained in the 2021 ATSIHQ Constitution. Important responsibilities that Members have include:

- following rules and approving changes in the 2021 ATSIHQ Constitution
- electing the ATSIHQ Board of Directors (after the second AGM)
- voting on key ATSIHQ matters
- authorising major transactions including the dissolution of the organisation.

Maintenance of the Community-Controlled Definition

ATSIHQ defines an Aboriginal and Torres Strait Islander Community Controlled Housing Provider (Member) using the strict criteria outlined below. This is also reflected in the 2021 ATSIHQ Constitution:

- Is an independent, not-for-profit organisation, that is incorporated and is an Aboriginal and/or Torres Strait Islander organisation.
- Has been initiated by, and is controlled and operated by Aboriginal and/or Torres Strait Islander peoples; thereby acknowledging the right of Aboriginal and/or Torres Strait Islander peoples to self-determination.
- Is based in a local Aboriginal and/or Torres Strait Islander community, or communities.
- Is governed by a majority Aboriginal and/or Torres Strait Islander Board which is elected by members of the local Aboriginal and/or Torres Strait Islander community or communities where it is based; and decision making of the Board is determined by this Board.
- Delivers services that build strength and empowerment in Aboriginal and/or Torres Strait Islander communities and people.

2020-21 ATSIHQ Members

During this reporting period to 30 June 2021, ATSIHQ had 7 members. These foundation members included:

- Umpi Korumba Aboriginal and Torres Strait Islander Corporation for Housing, Brisbane
- A.B.I.S Community Cooperative Society Ltd, Townsville
- Goolburri Regional Housing Company, Dalby
- Girudala Community Cooperative Society Ltd, Bowen
- Aboriginal and Torres Strait Islander Corporation for Welfare Services, Mt Isa
- Ngonbi Community Services Indigenous Corporation, Kuranda
- Torres Strait Co-Operative Society Ltd, Thursday Island

This low membership number was due to the date in the reporting period that our organisation was formally registered (13 May 2021) – just 6 weeks before the end of this reporting period (30 June 2021).

As a result, ATSIHQ had limited time to seek and process new membership applications. It is anticipated that the membership number will increase significantly in 2021-22.

The ongoing support of our Members is fundamental to ATSIHQ’s forward work program and the ongoing success of our Sector.

2. ATSIHQ Board

ATSIHQ is governed by a seven-member Board made up of Directors who have significant management, capability, housing and cultural expertise. The ATSIHQ Chairperson during this period was Mary Doctor and the ATSIHQ Deputy Chairperson was Angelina Akee. The ATSIHQ Board has the responsibility to ensure that the organisation is well governed and that it remains viable and effective.

The ATSIHQ Board oversees the work of ATSIHQ and monitors the 2021 ATSIHQ Constitution to ensure that the rules are being followed. It also makes recommendations on issues concerning Membership, identifies and clarifies policy issues, and oversees the ATSIHQ Strategic Plan.

The ATSIHQ Board is also responsible for the appointment of the ATSIHQ Chief Executive Officer, setting ATSIHQ Chief Executive Officer performance expectations, and providing advice and guidance to the ATSIHQ Chief Executive Officer. The ATSIHQ Board are ultimately accountable for all organisation matters and is supported by a Company Secretary and the ATSIHQ Chief Executive Officer.

Additional information on the ATSIHQ Board is contained in Part 1: Leadership and Governance.

3. ATSIHQ Company

ATSIHQ was registered as a company on 13 May 2021. The company is responsible for implementing the ATSIHQ Board (and ATSIHQ Chairperson) instructions. ATSIHQ also advocates on behalf of Members on a range of matters including for better opportunities to improve Aboriginal and Torres Strait Islander housing in Queensland. The day-to-day management of ATSIHQ is overseen by Neil Willmetts (ATSIHQ Chief Executive Officer) and supported by the ATSIHQ Executive Leadership Team.

ATSIHQ Chief Executive Officer

In December 2020, Neil Willmetts was recruited to be the ATSIHQ Chief Executive Officer. As the Chief Executive Officer, he is responsible for the day-to-day management, the operational success, making top-level ATSIHQ operational decisions and hiring employees.

The ATSIHQ Chief Executive Officer reports directly to, and is accountable to, the ATSIHQ Board for the performance of ATSIHQ. In addition to the overall success of ATSIHQ, the ATSIHQ Chief Executive Officer is responsible for leading the development and execution of long-term strategies, with the goal of increasing value to Members.

ATSIHQ advocates on behalf of Members on a range of matters including for better opportunities to improve Aboriginal and Torres Strait Islander housing in Queensland.

The ATSIHQ Chief Executive Officer responsibilities include:

- Implementing the strategic vision of the organisation and the overall management of ATSIHQ's operations.
- Communicating, on behalf of ATSIHQ, with Members and stakeholders including government entities, and the public.
- Leading the development of ATSIHQ's short and long-term strategy.
- Evaluating the work of other executive leaders within ATSIHQ.
- Maintaining awareness of the Sector challenges and successes, the housing system landscape, expansion opportunities, and industry developments.
- Ensuring that ATSIHQ maintains professional standards wherever it does business.
- Assessing risks to ATSIHQ and ensuring they are monitored and minimised.
- Setting strategic goals and making sure they are measurable.
- Employing the right people, with the right skills, in the right roles for the right reasons.

Additional information on the Chief Executive Office is contained in Part 1: Leadership and Governance.

ATSIHQ Executive Leadership Team (ELT)

In 2021, the ATSIHQ Chief Executive Officer established the Executive Leadership Team (ELT) to lead the implementation of our operational strategy. The ATSIHQ ELT consists of the ATSIHQ Chief Executive Officer and ATSIHQ General Managers.

ATSIHQ Business Divisions

During the establishment of ATSIHQ, the organisation was deliberately structured to an efficient and effective professional organisation. This resulted in the establishment of three ATSIHQ business divisions which include the:

- Sector Development Division
- Communications and Partnerships Division; and the
- Policy and Research Division

Each ATSIHQ business division is led by an ATSIHQ General Manager who is part of the ATSIHQ ELT. Each ATSIHQ General Manager is responsible and accountable for the performance of their business division. All ATSIHQ General Managers report directly to the ATSIHQ Chief Executive Officer.

Sector Development Division

The ATSIHQ Sector Development Division is responsible for building the capability and capacity of Members and partners. It works closely with the Aboriginal and Torres Strait Islander Community Housing Sector to identify what it needs and what is relevant to its overall success. It will engage frequently with the Sector and will assist individual Members by listening to their needs and by helping them overcome organisational challenges so that the Sector is strong and sustainable.

Our commitment to sector development will be demonstrated through our Member engagement activities including site visits, ATSIHQ Chief Executive Officer communication and Member events; through the sharing of news; and through the ongoing development of organisational resources.

The business division is also responsible for developing ATSIHQ resources for our Members to assist and strengthen the Aboriginal and Torres Strait Islander Housing Sector. These are free resources.

Communications and Partnerships Division

The ATSIHQ Communications and Partnership Division leads all brand management, marketing and communications for the organisation and is at the forefront of engaging with our partners to maximise benefits to our and growing relationships.

The business division plays a pivotal role in supporting the delivery of our ATSIHQ Member Engagement Strategy and our ATSIHQ Partnerships Engagement Strategy. A trusted advisor, the business division is a primary conduit of company information to Members and partners to ensure that they have a sound and balanced understanding of Aboriginal and Torres Strait Islander Housing Queensland strategy and operations.

The business division also supports and assists with the creation of best practice communications materials including media releases, announcements, presentations, financial results materials and annual reporting, the delivery of Member and partners engagement events and providing support to other internal business functions, in the creation of external business update reports and documentation.

Policy and Research Division

The ATSIHQ Policy and Research Division is responsible for developing high quality public policy, issue papers, submissions and publications that influence change and increase investment in Queensland based Aboriginal and Torres Strait Islander Community Housing Organisations (ICHO's), Indigenous Councils and organisations who provide housing related support services.

This business division has a strong advocacy role. Our five policy focus areas (ICHO sustainability, housing service systems, housing funding, housing supply and housing workforce) cover the risks and opportunities that impact on the Aboriginal and Torres Strait Islander Community Controlled Housing Sector in Queensland.

This division of ATSIHQ is also responsible for ensuring that our Members have an opportunity to contribute directly to the development of policy and research and for establishing quality, long term relationships with external partners who want to contribute to the work ATSIHQ undertakes. It is also responsible for leading the ATSIHQ research agenda and interaction with various universities.

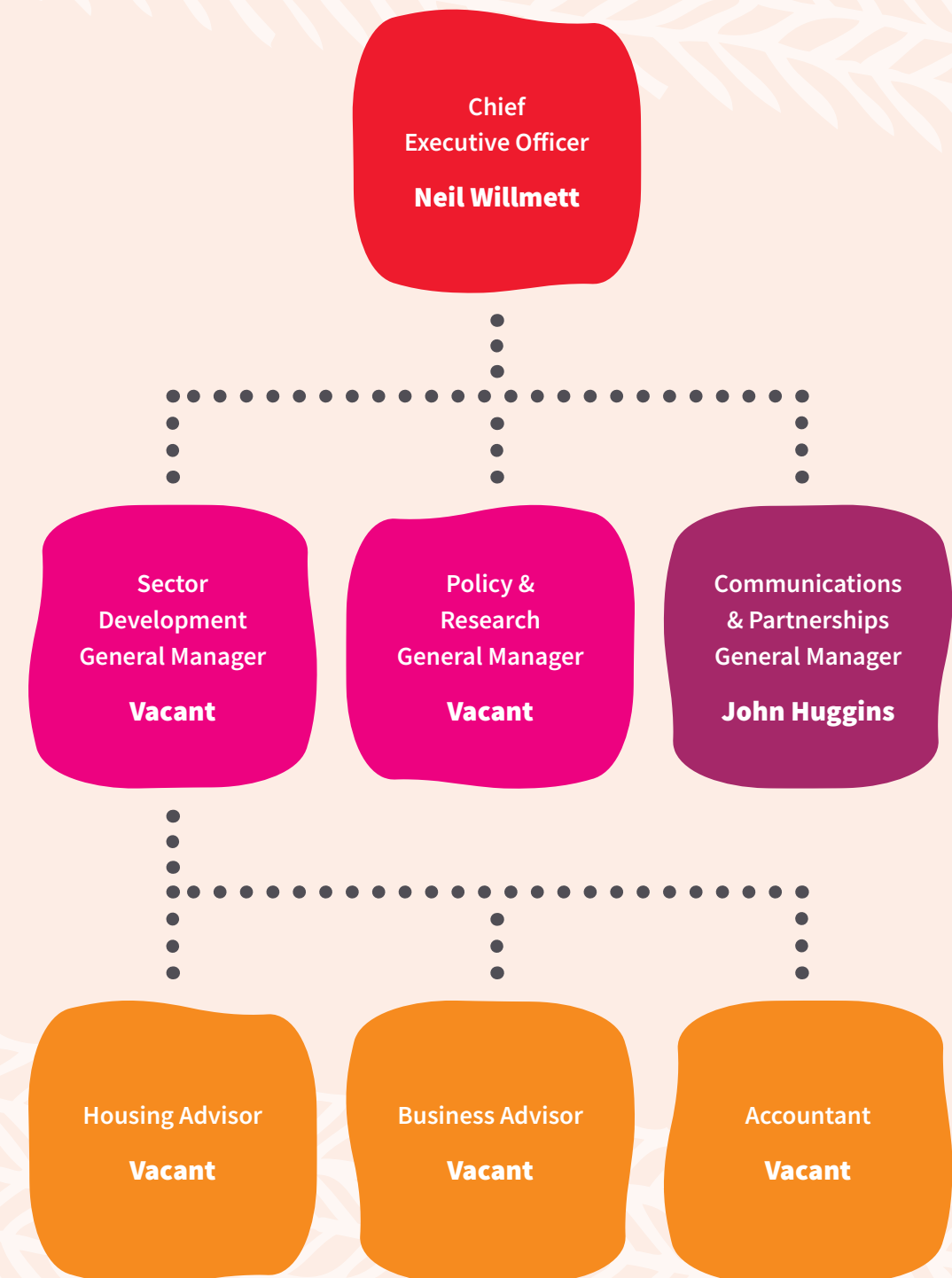


4. Building ATSIHQ sustainability and credibility

During 2020-21, ATSIHQ has worked hard to ensure that we have a sustainable and credible organisation that can be a trusted partner of Queensland ICHO's, Queensland Indigenous Councils and our partners. To achieve this, we have:

- **developed an organisational structure** that supports our future work.
- **developed a pragmatic budget** that enables ATSIHQ to plan and manage its financial resources to support the implementation of various programs and projects.
- **developed the 2021 ATSIHQ Constitution** to guide our organisation and inform our Members and key stakeholders of our vision, objectives and purpose.
- **developed the 2021 ATSIHQ Constitution Guide** to guide and inform our Members of their rights and responsibilities.
- **developed a Governance Framework** to complement our constitution and guide and strengthen the governance of our organisation.
- **provided advocacy at the State and National level** relating to Aboriginal and Torres Strait Islander housing matters and investment in Queensland.
- **formed strategic partnerships** with key organisations to educate, highlight and increase Aboriginal and Torres Strait Islander housing outcomes across the State.
- **developed the ATSIHQ Stakeholder Engagement Strategy** to identify our stakeholders and guide our work with them.
- **identified ICHO Sector strengthening activities** that are required to create a strong and sustainable Sector in Queensland.
- **developed a draft ATSIHQ Strategic Plan** to share with Queensland ICHO's to seek their guidance and input on our future work.
- **developed a draft ICHO Sector Workforce Development Strategy** to improve employee outcomes.
- **engaged locally** with Queensland ICHO's and Indigenous Councils in Queensland
- **conducted site visits** with some Queensland ICHO's to better understand the needs of these ICHO's.
- **listened** to Queensland ICHO's and Indigenous Councils in Queensland when they identified and raised concerns about Aboriginal and Torres Strait Islander housing.

Organisational chart



As of 30 June 2021

Our 2020-21 achievements

A number of significant accomplishments were achieved during the 2020–21 for Aboriginal and Torres Strait Islander Housing Queensland. They highlight ATSIHQ’s professionalism, credibility, Member and stakeholder engagement, our urgency, our efforts to increase Sector visibility, the strength of our partnerships and our focus on organisational sustainability and good governance.

The following are significant ATSIHQ 2020-21 achievements.

DECEMBER 2020

1. Key Company Appointments Made

On 12 December 2020, Neil Willmetts commenced employment as the inaugural ATSIHQ Chief Executive Officer of the Queensland Indigenous Community Housing Organisation (ICHO) Peak Housing Body - which is later named *Aboriginal and Torres Strait Islander Housing Queensland (ATSIHQ)*.

In late December 2020, John Huggins was recruited as the first ATSIHQ General Manager, Communications & Partnerships to work with the ATSIHQ Chief Executive Officer to formally establish ATSIHQ.



JANUARY 2021

2. Vision of Company Identified

On 28 & 29 January 2021, the first formal meeting of the Housing Working Group (HWG) was conducted at Gadens law firm at 111 Eagle Street, Brisbane. At this meeting it was determined by the HWG that the vision of the company would be to work together “to eliminate the disparities in housing experienced by Aboriginal and Torres Strait Islander people in Queensland” and that this would be achieved through advocacy, partnerships, providing advice and capacity building activities.

3. Company Named

During the first HWG meeting, the Queensland Indigenous Community Housing Organisation (ICHO) Peak Housing Body was officially named *Aboriginal and Torres Strait Islander Housing Queensland (ATSIHQ)* by the HWG. This name follows similar titles used by other key housing organisations including *Aboriginal Housing Victoria* and *Aboriginal Housing Northern Territory*.

4. Official Company Publication Launched

During the first HWG meeting, it was decided by the HWG that an official ATSIHQ magazine would be developed to provide stakeholders with monthly updates on the establishment of ATSIHQ. This monthly magazine is called HOME magazine.



5. Company Priorities Determined

In February 2020, the HWG identified the following 5 priorities for ATSIHQ to focus on:

- 1. Housing Priorities:** Addressing existing Aboriginal and Torres Strait Islander Housing priorities.
- 2. Sector Development:** Supporting the ongoing development of the Aboriginal and Torres Strait Islander Housing Sector.
- 3. Partnerships:** Building strong partnerships that will help Aboriginal and Torres Strait Islander Housing Queensland achieve our Vision.
- 4. Sustainability:** Developing strategies to support ongoing sustainability of the Aboriginal and Torres Strait Islander Housing Sector and our organisation.
- 5. Research:** Undertaking research to obtain quality Aboriginal and Torres Strait Islander housing data and evidence to achieve better outcomes.

6. Company Logo Finalised

In February 2021, the ATSIHQ engaged an Aboriginal company called Iscariot Media to design a logo for the State Housing Body. Iscariot Media provided and overarching concept of housing and “three elements” in the design that could be used to represent, Individuals, families and communities, Aboriginal and Torres Strait Islander people, housing providers and our partners in government.



Aboriginal and Torres Strait Islander
Housing Queensland

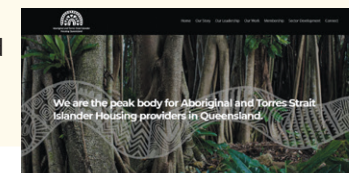
7. Important Terms of Reference Signed

On 24 February 2021, a Terms of Reference (TOR) was signed between the HWG and *Umpi Korumba Aboriginal and Torres Strait Islander Corporation for Housing* (Umpi Korumba). The TOR provided vital information about the role and responsibilities of both organisations during the establishment Aboriginal and Torres Strait Islander Housing Queensland.



8. Company Website Developed

In March 2021, the ATSIHQ website (housingqueensland.com.au) was approved by the HWG. The website provides substantial information on ATSIHQ, our vision, role, leadership, members and lists resources we have developed for Members.



9. Member Resources Developed

Over 50 policy and procedure resources were written by the ATSIHQ Chief Executive Officer and approved by the HWG. These resources are listed on the ATSIHQ website and are available to Members to assist and strengthen the Aboriginal and Torres Strait Islander Housing Sector.

10. Work Plan to Establish Company Developed

As part of the project funding contract with the Queensland Government, ATSIHQ had to develop a detailed work plan outlining how our company would establish ATSIHQ in 12 months. The ATSIHQ Work Plan was developed in March 2021 and contains 75 activities that guide our establishment between 2021 and 2022.

11. Members Charter Developed

In preparation for Members, ATSIHQ developed a Members Charter. This was approved by the HWG in March 2021. The *ATSIHQ Members Charter* outlines our membership criteria, contains a Members Pledge and an ATSIHQ Pledge which commits each party to high standards of professionalism and collaboration to improve Aboriginal and Torres Strait Islander housing outcomes in Queensland.

12. Company Approach to Stakeholder Engagement Finalised

The *ATSIHQ Stakeholder Engagement Strategy* was approved by the HWG in April 2021. This document was developed by ATSIHQ to identify our stakeholders and to outline our stakeholder engagement approach.

13. Interim Company Directors Identified

In preparation of the company being incorporated and registered, the company was required to identify “Initial Directors”. On a legal recommendation, it was determined that the HWG would be the Initial Directors of ATSIHQ.

14. Partnerships Start Being Formed

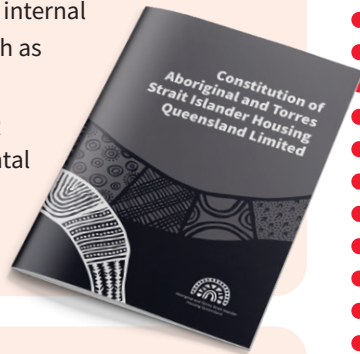
In May 2021, ATSIHQ started to work closely with the:

- Queensland Government (Department of Communities, Housing and Digital Economy)
- the National Aboriginal and Torres Strait Islander Housing Association
- other Aboriginal and Torres Strait Islander housing peak bodies
- Queensland ICHO's
- QShelter
- Community Housing Industry Australia; and
- QCOS

The purpose of these partnerships is to collaborate on ways to improve Aboriginal and Torres Strait Islander housing outcomes in Queensland.

15. Company Constitution Finalised

After months of consultation with the HWG, Gadens law firm finalised the 2021 ATSIHQ Constitution. The 2021 ATSIHQ Constitution is a multi-page document that sets out certain rights, roles and responsibilities of members and directors and rules which govern various internal management activities such as meetings of members and directors. The 2021 ATSIHQ Constitution is a fundamental component of our ATSIHQ Governance Framework.



16. Company Work Level Standards Developed

In preparation for more ATSIHQ employees, the *ATSIHQ Work Level Standards* were approved for use by the HWG. They provide our company with a six-level internal classification system that will create a professional organisation which provides greater job clarity, salary integrity and fairness in the workplace.

17. Company Incorporated

On 13 May 2021, Aboriginal and Torres Strait Islander Housing was formally registered as a company under the Corporations Act 2001 as a public company that is limited by guarantee.

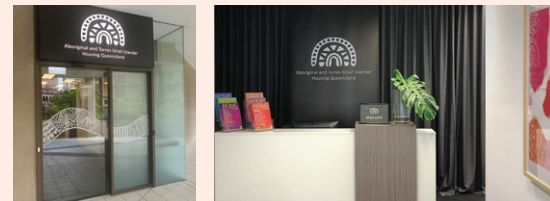


18. Company Adoption of the AICD 10 Governance Principles

In May 2021, the ATSIHQ Board endorsed the *Australian Institute of Company Directors Not-for-Profit Governance Principles*. These 10 Principles are the national governance benchmark and provide a detailed, practical and principles-based framework to help achieve governance excellence.

19. Company Office Premises Secured

Following a formal request from ATSIHQ for office accommodation, on 17 May 2021, the Queensland Government (Department of Communities, Housing and Digital Economy) provided ATSIHQ with 3-year office lease for premises at Suite 2, Ground Floor, 41 George Street, Brisbane.



20. ICHO Forum Hosted

On 25 May 2021, ATSIHQ partnered with the Department of Communities, Housing and Digital Economy (DCHDE) to host the Third Queensland ICHO Forum at Stamford Plaza Hotel, Brisbane. The forum allowed the ATSIHQ and DCHDE to update Queensland ICHO's on our work to strengthen the Queensland Aboriginal and Torres Strait Islander Community Housing Sector and to answer questions from the attendees.



21. Company Launched at Parliament House

On 26 May 2021, ATSIHQ was officially launched by Hon Leeanne Enoch (Minister for Communities and Housing, Minister for Digital Economy and Minister for the Arts), Mary Doctor (ATSIHQ Chairperson) and Angelina Akee (ATSIHQ Deputy Chairperson) at a function on the Parliamentary Green at the Queensland Parliament House. This historic event was attended by approximately 100 people.



22. First Issues Paper Released – Reducing Government Redtape

ATSIHQ is focused on reducing the regulatory burden on Aboriginal and Torres Strait Islander housing providers in Queensland. This issue paper identified the challenges, described the implications if not addressed and provided 10 recommendations that would reduce government red tape in Queensland. This issues paper was approved by the ATSIHQ Board in May 2021.

23. Company Governance Framework Finalised

The ATSIHQ Governance Framework was approved by the ATSIHQ Board in June 2021. It provides information on who makes decisions, information on various roles and who has accountability. It ensures accountability, fairness and transparency in how the company runs. Acting as a supporting document to the *2021 ATSIHQ Constitution*, the *ATSIHQ Governance Framework* provides a framework from which the day-to-day management of operations is clear and compliant operations can grow.

24. Company Governance Cycle Finalised

The *ATSIHQ Annual Governance and Management Cycle 2021/22* was approved by the ATSIHQ Board in June 2021. It includes a calendar of governance, planning, risk management, and performance, monitoring, analysis and reporting activities for the July 2021 – June 2022 period.

25. Company Constitution Guide Developed

The *ATSIHQ Guide to the 2021 ATSIHQ Constitution* was approved by the ATSIHQ Board in June 2021. ATSIHQ developed this guide to ensure all Members and Directors are aware of their duties and rights in relation to the 2021 ATSIHQ Constitution.

26. Generic ICHO Website Template Developed

To assist organisations wanting to have a (or update their) website, ATSIHQ developed a generic website template for Members that included a wire frame for each page and a pre-written script.

27. Sector Strengthen Activities Identified

In June 2021, a list of 28 Sector development and Sector strengthening activities were identified by ATSIHQ and approved by the ATSIHQ Board in June 2021. These activities include a mix of programs, guides, publications, training, recruitment of technical positions, and key documents that will lead and influence change.

28. Draft Company Strategic Plan Developed

In early 2021, the HWG agreed to develop a strategic plan for our organisation. This strategic plan will ensure a clear plan for the future that ensures that we function as a peak body, we are aligned to our members needs and that we form meaningful partnerships to achieve greater Aboriginal and Torres Strait Islander housing outcomes in Queensland. This draft four-year strategic plan covers the period 2021–2024 and highlights the eight strategic objectives: being a peak body, advocacy, member engagement, sector development, strategic partnerships, research, sustainability, and national collaboration. This draft was prepared in June 2021 for further consultation.

29. Second Issues Paper Released – NRSCH Reforms

ATSIHQ is focused on removing the complexity and identifying a number of opportunities to modernise and simplify the NRSCH. This issue paper identified the challenges, described the implications if not addressed and provided 15 recommendations that would create National Regulatory System for Community Housing (NRSCH) reforms in Queensland. This issues paper was approved by the ATSIHQ Board in June 2021.

30. Draft Sector Workforce Development Strategy Developed

The *Draft Queensland Aboriginal and Torres Strait Islander Community Housing Sector Workforce Strategy 2021- 2024* draws broadly on recruitment, retention, sustainability and professional development research. The vision of the Queensland Aboriginal and Torres Strait Islander Community Housing Sector Workforce Strategy 2021- 2024 is the creation of a purposely designed, highly qualified and sustainable housing workforce which meets the needs of Aboriginal and Torres Strait Islander housing providers in Queensland. This draft document will be finalised in 2021-22.

31. Additional Member Resources Developed

During this month, ATSIHQ wrote the following additional resources to assist and strengthen the Aboriginal and Torres Strait Islander Housing Sector. They included a model strategic plan template and a model local government rates letter for Queensland ICHO's to use to seek rate reductions or rate waivers.

Our statewide support

ATSIHQ Support

While the type of support delivered by ATSIHQ across Queensland differed slightly from region to region, our work in 2020-21 was focused on making a difference to both the Members (and future members) we serve and also our Partners.

What we did for everyone:

1. We prioritised and articulated what was needed to improve Aboriginal and Torres Strait Islander housing in Queensland.
2. We focused on what mattered. Everything we did in 2020-21 was focused on achieving our vision and purpose - we didn't get side-tracked by distractions.
3. We always did the right thing by our Members, our Partners, our funding body and our organisation.
4. We worked together as an organisation (the ATSIHQ Board and ATSIHQ) to achieve the best outcome for our Members and partners every time and to achieve both our vision and purpose.
5. We collaborated to achieve an outcome.

Even though ATSIHQ was only formally registered as a company in May 2021, our organisation was able to provide informal support to Members (and potential Members) and our Partners from early 2021. The following are broad descriptions of this support.

Our work in 2020-21 was focused on making a difference to both the Members (and future members) we serve and also our Partners.

Member (and future Member) Support

Our work with our Members focused on individual tailored support/assistance and also activities that would strengthen the Queensland ICHO Sector. This work included:

- **Listening to you** – We listened to you so that we could speak on your behalf, with our influence and persistence making sure that your voices got heard.
- **Focusing on your challenges** – We worked with you to identify your barriers to achieving success and then we used our advocacy work at the state and federal levels to bring awareness to these challenges that prevented the best possible business environment for you.
- **Advocating for you** – We advocated on behalf of you for greater business and workforce support, redirected and increased funding, capital works funding, and public housing stock transfers. In addition, we continued to pressure changes to policy, improved NRSCH legislation and for reduction in red tape at all levels of government so you could concentrate on business.
- **Representing your interests** – We continued to represent your interests at a number of state and federal events and on a number of influential committees.
- **Consulting with you** – We have engaged multiple times with you during the year. These consultations informed our work and included general consultations, phone calls, site visits and the 3rd Queensland ICHO Forum.
- **Using our influence** – We have successfully lobbied the Queensland Government for greater Queensland ICHO involvement in local housing decisions. This will have a benefit to you locally.

- **Working with your policy ideas** – ATSIHQ has consulted with you and has included your ideas in our policy and strategy development.
- **Advocating for greater inward investment for you** – ATSIHQ has supported Members through a variety of ways including letters of support, reviewing documentation, direct lobbying and advocating for greater investment to be placed in the Sector. We also followed up the progress of funding decisions on behalf of Members.
- **Developing a long-term workforce strategy for the Sector** – Over the last 6 months, we have consulted with Members to develop a draft ICHO Sector Workforce Development Strategy. The strategy aims to develop a skilled and dynamic workforce across Queensland that will be focused on high performance and excellence.
- **Working with a partner to deliver the Queensland ICHO Forum** – The 3rd Queensland ICHO Forum was held in Brisbane in May 2021. Working with the Queensland Government, we updated ICHO's on the work we are doing to improve Aboriginal and Torres Strait Islander housing in Queensland.
- **Providing advice and guidance** - We provided professional advice and guidance to Queensland ICHO's and Indigenous Councils in Queensland on a range of housing matters. We also assisted Queensland ICHO's better understand NRSCH Registration.
- **Developing model policy and procedures** - We developed over 50 model policy and procedures for Queensland ICHO's and Indigenous Councils in Queensland to use. We also developed a model website template; a model strategic plan template; and a model local government rates letter for Queensland ICHO's to use to seek rate reductions or rate waivers.
- **Developing strategies to stabilise the Sector** - We spent time understanding the Sector and its weakness so that we could develop targeted strategies to stabilise the Sector in preparation for future property growth.

Partner Support

In 2020-21, our organisation was fortunate to work with a number of leaders organisations as well as some very special individuals who are committed to improving Aboriginal and Torres Strait Islander housing outcomes in Queensland. Together, we were able to achieve mutual benefits.

In 2020-21, our partners were:

Government Partners

- Queensland Department of Communities, Housing and Digital Economy (DHCDE)
- Queensland Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships (DSDSATSIP)
- Queensland Department of Department of Youth Justice (YJ)
- Queensland Family and Child Commission (QFCC)

Sector Partners

- National Aboriginal and Torres Strait Islander Housing Association (NATSIHA)
- QShelter
- Community Housing Industry Association Queensland (CHIA QLD)
- Queensland Council of Social Service (QCOSS)

Corporate Partner

- Gadens

Our approach to partnerships

These ATSIHQ partnerships focused on the following five key elements:

1. Building a successful history together
2. Developing a shared vision for improving Aboriginal and Torres Strait Islander housing in Queensland
3. Having the hard talks about resources and the cost of improving Aboriginal and Torres Strait Islander housing in Queensland
4. Building each other's' leadership
5. Having a clear understanding of our collective "commitment to improving Aboriginal and Torres Strait Islander housing" in Queensland

The following are broad descriptions of the support we provided to our Partners:

- **Advocating for Aboriginal and Torres Strait Islander leadership in the housing system** – We sat on your selection panels, providing you with Indigenous opinions, insights and analysis to improve and increase Aboriginal and Torres Strait Islander leadership in the housing system.
- **Committing to formal partnerships** – We socialised the idea of formalised MOU's and Agreements between ATSIHQ and your organisation as a demonstration of our genuine commitment to a long-term partnership that is based on share principles and mutual benefit.
- **Participating in strategy and policy meetings** – We helped add value to your organisation through an Indigenous lens and by participating in your strategy and policy meetings where we were active participants who listened and offered alternative views and business intelligence.
- **Acting as a business partner** – We stood with you to help you navigate Aboriginal and Torres Strait Islander politics, barriers and sensitive issues along with providing confidential advice on your business decisions.

- **Working together to find solutions and improvements to housing** – We worked with you and supported a number of your housing related projects so that you could achieve and celebrate greater housing outcomes.
- **Keeping in contact** – ATSIHQ has engaged with you frequently since the beginning of our establishment through our participation in your events, workshops and high-level meetings to learn from you, collaborate and to share knowledge and insights.
- **Sharing challenges (and solutions) that impact on housing** – We have shared how Aboriginal and Torres Strait Islander people have historically been excluded from mainstream power structures that control resources that are necessary to improve Aboriginal and Torres Strait Islander housing in Queensland. We have also shared how social determinants of health such as poverty, education, employment and housing continue to impact on wellbeing of Aboriginal and Torres Strait Islander people.
- **Raising the awareness of protective factors that impact on housing** – We have shared how protective factors enable people to feel strong and resilient. We shared that for Aboriginal and Torres Strait Islander people that these may include; social connectedness and sense of belonging; connection to land, culture, spirituality and ancestry; living on or near traditional lands; self-determination; strong Community-controlled governance and passing on of cultural practices.
- **Raising the awareness of significant risk factors that impact on housing** – We have often articulated how unresolved trauma, separation from culture and identity issues, discrimination based on race, economic and social disadvantage, physical health problems, incarceration, violence and substance misuse and impact on housing.

PART 5

Our people



Foundation Employees

The two Aboriginal and Torres Strait Islander Housing Queensland employees during this reporting period were Neil Willmetts (ATSIHQ Chief Executive Officer) and John Huggins (ATSIHQ, General Manager, Communications and Partnerships).

These men are at the core of our 2020–21 ATSIHQ achievements. Together with the ATSIHQ Board, they have successfully established the organisation and brought considerable expertise to ATSIHQ, our Members, the Sector and our many partners and stakeholders. Without them, ATSIHQ would not have achieved so much between December 2020 and June 30 2021.

During 2021–22, additional employees will be recruited to build the capacity of ATSIHQ so that it can achieve greater outcomes.

Human Resource Highlights

In 2020–21, ATSIHQ spent considerable time building the foundation of its employment practices. Our human resource activities in 2020–21 include significant work that will benefit ATSIHQ into the future. They include:

- creating significant outcomes by recruiting the right people, with the right skills.
- utilising employment contracts that prevented the loss of knowledge.
- introducing ATSIHQ Work Level Standards to ensure employment fairness and consistency.
- using merit-based recruitment and selection processes.
- focusing on people management and employee performance to achieve greater outcomes.
- seeking out and acting on employee feedback.

Right People, Right Skills

In 2020–21, we ensured that suitably experienced and qualified people were attracted and retained by ATSIHQ. Strategies to achieve this included implementing human resource policies and procedures in areas such as recruitment and selection, performance appraisal and management, training and development. Since December 2020, we have focused on only employing the right people (who are a great organisational culture fit and who have a great attitude), with the right skills so that we can deliver outcomes.

Employment Contracts

ATSIHQ employment contracts contain not only the terms and conditions of employment including non-competition clauses, but also provide information on key tasks within each role, ensuring transparency with all employees in the duties required. The employment contract works hand in hand with the new ATSIHQ Work Level Standards to provide clarity of purpose and levels of responsibility and accountability.

Work Level Standards

Employment contracts and the ATSIHQ Work Level Standards were utilised across the organisation. These tools enable equitable and consistent employment and remuneration practices across our organisation.

Merit Based Recruitment and Selection Processes

The ATSIHQ Recruitment and Selection Policy sets out the procedures for the recruitment of all new employees. It ensures that all recruitment and selection processes are undertaken with consistency and in accordance with equity and merit-based principles. To facilitate the successful selection of the most suitable applicant, all future ATSIHQ interview panels now consist of representatives who are current employees and a mix of genders. In 2021-22, all ATSIHQ interview panels will be provided with a list of predetermined questions to be asked of each candidate to ensure consistency, transparency and fairness in the interview process.

People Management

We strive to apply principles of best practice in all our people management. Our people management resources outline our expectations as an employer and provide guidelines as well as detailing key workplace health and safety information. In 2020-21, we used a ‘person first’ principle to the management of our current employees. This strength-based approach allowed the ATSIHQ to get a better understanding of employee strengths and weaknesses. As a result, during this reporting period, ATSIHQ was able to capitalise on employee strengths and deliver more outcomes.

Employee Performance

ATSIHQ takes employee performance seriously and manages it accordingly. Employee performance is reviewed twice within the first six months of employment with ATSIHQ to provide feedback, clarify expectations and establish any additional support required to assist our people to successfully settle into their position. These reviews are generally completed at the two or three month point, and again prior to the signoff of probation at six months. For all employees, ATSIHQ’s performance review process is ongoing throughout the year with a formal review annually. The formal review process is designed to reflect on the achievements and development opportunities of the previous year and establish key objectives, training and development opportunities for the coming year.

Employee Feedback

ATSIHQ has a workplace culture that makes employees feel valued and appreciated, and that there is job satisfaction. ATSIHQ regularly seeks employee feedback to ensure that there is job satisfaction.

Our financials



Auspicing of Establishment Funds

On 13 August 2020, the Queensland Government invited several Queensland organisations to respond to a QTender document titled “*Invitation to Respond to Request: Establishment of Indigenous Community Housing Organisation (ICHO) Peak Housing Body*”.

In late October 2020, *Umpi Korumba Aboriginal and Torres Strait Islander Corporation for Housing* (Umpi Korumba) was notified that they were successful in securing the Queensland Government tender. This Queensland Government funding was provided by the Queensland Department of Communities, Housing and the Digital Economy (DCHDE). This funding is referred to internally in ATSIHQ as the *ICHO Peak Housing Body Project*.

2020–2021 Financial Snapshot

Between November 2020 and 30 June 2021, Umpi Korumba received three project payments totalling 773,636 for the *ICHO Peak Housing Body Project*.

Our Funding Source

We sincerely thank the Queensland Department of Communities, Housing and the Digital Economy (DCHDE) for their generous financial contribution during this reporting period. Your support has assisted ATSIHQ to become an established organisation and to deliver a range of professional advice and support services to Members (and future Members) and Partners across Queensland to create a stronger Aboriginal and Torres Strait Islander Community Controlled Housing Sector.

ATSIHQ plays a central role in ensuring that the Queensland Aboriginal and Torres Strait Islander Community Controlled Housing Sector (the Sector) has a strong voice, is stable and is supported to respond effectively and efficiently to the changing housing needs of Aboriginal and Torres Strait Islander Queenslanders.

Financial Statement

The following financial statement provide a snapshot of the financial position of the *ICHO Peak Housing Body Project* for the 2020–21 financial year.

Report on the Summary Financial Report

Financial Statements

Project Statement of Profit or Loss

For year ended 30 June 2021

Revenue	
DCHDE Grant	773,636
Total Income	773,636
Expenditure	
Accounting	6,000
Administration	87,500
Advertising / Marketing	42,061
Bank charges & Interest	3
Insurance	778
Meeting expenses	759
Minor equipment	10,686
Motor vehicle expenses	6,438
Print, Postage, Office Supplies	3,298
Rent (Virtual Office)	1,289
Superannuation	20,482
Travel & Accommodation	35,694
Wages	218,948
Website	5,820
Total Expenditure	439,759
Total Unexpended Grant for Year	333,877

ATSIHQ

Acknowledgements

ATSIHQ acknowledges all of the hardwork undertaken by Indigenous Community Housing Organisations (ICHO's) and their founding members.

ATSIHQ also acknowledges the following organisations and groups for support during 2020-21.

Indigenous Organisations and Indigenous Peak Bodies

- Umpi Korumba Aboriginal and Torres Strait Islander Corporation for Housing (Umpi) Board
- Queensland Aboriginal and Torres Strait Islander Housing Working Group (HWG)
- Queensland Aboriginal and Torres Strait Islander Community Housing Providers (ICHO's)
- Queensland Working Group, Pathway to Treaty
- Queensland Aboriginal and Islander Health Council (QAIHC)
- Queensland Aboriginal and Torres Strait Islander Child Protection Peak (QATSICPP)
- Queensland Indigenous Media Coalition
- National Aboriginal and Torres Strait Islander Housing Association (NATSIHA)
- Aboriginal Housing NT (AHNT)
- Aboriginal Housing Victoria (AHV)
- Sisters Inside

Government

- Queensland Department of Communities, Housing and Digital Economy (DCHDE)
- DCHDE Aboriginal and Torres Strait Islander Housing Unit (ATSIHU)
- Queensland Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships (DSDSATSIP)
- Queensland Department of Department of Youth Justice (YJ)
- Queensland Health
- Queensland Family and Child Commission (QFCC)
- Cherbourg Aboriginal Shire Council
- Yarrabah Aboriginal Shire Council
- Mornington Island Aboriginal Shire Council
- National Indigenous Australians Agency (NIAA)

Non-Government Partners

- QShelter
- CHIA Queensland
- QCOSS
- COTA
- Queenslanders with Disabilities Network
- Tenants Queensland
- Gadens
- Indigenous Business Australia (IBA)
- Office of the Registrar of Indigenous Corporations (ORIC)
- National Regulatory Scheme for Community Housing (NRSCH) Queensland

This report features artwork by Riki Salam from We Are 27 Creative. Born and raised in Cairns on Yidindji land, Riki has connections to Muralag, Kala Lagaw Ya, Meriam Mer, Kuku Yalanji peoples on his father's side and the Ngai Tahu people in the South Island of New Zealand on his mother's side.



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