



Aboriginal and Torres Strait Islander  
**Housing Queensland**

2021-22 Annual Report

# Housing People Together





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**Housing Queensland**

## ANNUAL REPORT 2021-22

# Housing People Together

### Communication Objective

Aboriginal and Torres Strait Islander Housing Queensland Limited (Housing Queensland) is a registered public company. This annual report provides information about Housing Queensland's financial and non-financial performance for 2021-22.

This annual report was produced by the Housing Queensland Corporate Services Division in November 2022. The responsibility and accuracy for this annual report rests with Housing Queensland.

Housing Queensland 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 Willmetts
ATSIHQ ABN:	599 512 220
Annual Report Period:	1 July 2021 to 30 June 2022
Website:	housingqueensland.com.au

Housing Queensland 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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# Highlights

## Our 2021-22 High Level Achievements

### 1. Defined the Sector

During this reporting period, Housing Queensland defined the Queensland Aboriginal and Torres Strait Islander Housing Sector. This is a historical achievement.

#### Sector Definition

Housing Queensland defines the Queensland Aboriginal and Torres Strait Islander Housing Sector as consisting of two equally important components.

#### Component 1 – Service Delivery Organisations

The first component includes service delivery organisations such as Queensland ICHO’s and Indigenous Councils.

#### Component 2 – Value Chain Partners

The second component includes value chain partners like Housing Queensland and other peak bodies, researchers, financial institutions, regulators, the community and government that can assist Queensland ICHO’s and Indigenous Councils achieve greater housing outcomes.

### 2. Finalised the Inaugural Strategic Plan

In May 2022, the Aboriginal and Torres Strait Islander Housing Queensland (Housing Queensland) Strategic Plan 2022 – 2025 was finalised.

Our strategic plan 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.

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. Monthly updates will be available from July 2022.

### 3. Provided Ongoing Support

While the type of support delivered by Housing Queensland across Queensland differed slightly from region to region, our work in 2021-22 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 2021-22 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 Board and company) to achieve the best outcome for our Members and partners every time and to achieve both our vision and purpose.
5. We collaborated with a range of stakeholders to achieve outcome. Even through this was only our second year of operations, our organisation was able to provide significant support to Members (and potential Members) and our Partners during this reporting period.

The following are broad descriptions of this support.

#### 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:

##### Listened

We listened to Members so that we could speak on their behalf, with our influence and persistence making sure that their voices got heard.

##### Focused on your challenges

We worked with Members to identify their barriers to achieving success and then we used our advocacy work at the state and federal levels to bring awareness to the challenges that prevented the best possible business environment for them.

##### Advocated

We advocated on behalf of Members 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 Members could concentrate on business.

#### Represented your interests

We continued to represent Members interests at a number of state and federal events and on a number of influential committees.

#### Consultation

We have engaged multiple times with Members during the year. These consultations informed our work and included general consultations, phone calls and site visits.

#### Used our influence

We have successfully lobbied the Queensland Government for greater Queensland ICHO involvement in local housing decisions. This will have a benefit to Members at the local level.

#### Worked with your policy ideas

Housing Queensland has consulted with Members and has included their ideas in our policy and strategy development.

#### Advocated for greater inward investment

Housing Queensland 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.

#### Started developing a long-term workforce strategy for the Sector

Over the last 12 months, we have consulted with Members to develop a draft Queensland 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.

#### Provided 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.

#### Developed 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.

4. Participated in Various High-Level Meetings

During the past financial year, Housing Queensland representatives have participated in a wide range of regular high-level meetings of Committees, Steering Groups, Working Groups and Reference Groups at the national and state levels. These are detailed below:

Name	Purpose
National: Closing the Gap Housing Sector Strengthening Plan Working Group (HSSPWG)	To develop a community-controlled National Housing Sector Strengthening Plan for the Closing the Gap Agreement The 2020 National Agreement on Closing the Gap (National Agreement).
National: National Aboriginal and Torres Strait Islander Housing Authority (NATSIHA)	To support the establishment and operations of the new National Aboriginal and Torres Strait Islander peak body for housing in Australia.
State: Closing the Gap (Queensland)	To provide input and feedback on the new Queensland Closing the Gap Implementation Plan as it relates to housing, homelessness, poverty and wellbeing.
State: Queensland Community Housing Steering Committee (DCHDE)	To provide input and technical feedback on community housing provider challenges in Queensland, and also targeted feedback relating to the Queensland Government Partnering for Growth Master Funding Agreement.
State: Housing and Homelessness Services (DCHDE)	To provide input on the Queensland Aboriginal and Torres Strait Islander Housing Action Plan 2019-2023; the Queensland Housing and Homelessness Action Plan 2021-2025; and the Queensland Housing Strategy 2017-2027, their initiatives and to advocate for Aboriginal and Torres Strait Islander housing providers and greater inward investment.
State: Queensland Housing & Homelessness Services Emergency Response Committee.	To obtain information on Covid and natural disasters to share with Aboriginal and Torres Strait Islander housing providers in Queensland.

Name	Purpose
State: Queensland Housing and Homelessness Peaks (Q Shelter)	To collaborate with other peak bodies working in the Queensland Housing and Homelessness Sector and to provide regular updates on our purpose and work to participating stakeholders.
State: Local Government Association of Queensland (LGAQ) Indigenous Leaders Forum	To provide regular Aboriginal and Torres Strait Islander housing updates to Indigenous Councils, Councillors and CEO's in Queensland.
State: Community Service Sector Peaks Meeting (QCOSS)	To collaborate with other peak bodies working in the Queensland Community Service Sector and to provide regular updates on our purpose and work to participating stakeholders.
State: Queensland Family and Child Commission (QFCC) - Community Partnerships Group	To advocate for a fairer youth justice system, in the best interest of Queensland's Aboriginal and Torres Strait Islander children and young people.
State: Queensland Youth Justice Strategy Reference Group	To provide input and technical feedback on community housing provider challenges in Queensland for young people, and also targeted feedback relating to the Queensland Government Youth Justice Strategy.

Stand Up Committees

During this period, Housing Queensland has also participated in stand-up meetings on behalf of the Sector on the following issues:

- COVID
- flooding and natural disasters
- housing market conditions
- land supply and planning
- regulation
- accommodation assistance and homelessness.



## 5. Achieved Membership Growth

During this reporting period to 30 June 2022, Housing Queensland had 16 members. This was significant increase from 7 members at 30 June 2021 and exceeded our growth target. Our members at 30 June 2022 included:

1. Umpi Korumba Aboriginal and Torres Strait Islander Corporation for Housing, Brisbane
2. A.B.I.S Community Cooperative Society Ltd, Townsville
3. Goolburri Regional Housing Company, Dalby
4. Girudala Community Cooperative Society Ltd, Bowen
5. Aboriginal and Torres Strait Islander Corporation for Welfare Services, Mt Isa
6. Ngoonbi Community Services Indigenous Corporation, Kuranda
7. Torres Strait Co-Operative Society Ltd, Thursday Island
8. Gungarde Community Centre, Cooktown
9. Yumba-Meta Housing Association Limited, Townsville
10. Brisbane AICCHs
11. Kabi Kabi Aboriginal Corporation, Sunshine Coast
12. Woompera Muralug Cooperative Society Ltd, Cairns
13. Kalwun Development Corporation Ltd, Gold Coast
14. North Stradbroke Island Aboriginal & Islanders Housing Cooperative Society Ltd, North Stradbroke Island
15. Jumbun Limited, Jumbun (Murray Upper)
16. Jena Boran Aboriginal & Torres Strait Islander Corporation, Mundubbera

## 6. Achieved Financial Growth

At 30 June 2021, the Housing Queensland revenue was \$773,636 in Year 1 of our operations. At 30 June 2022, the Housing Queensland revenue was \$826,563 in Year 2 of our operations. An increase on 6.84% on last years revenue.

## 7. Developed a Historic Housing Policy Statement

In May 2022, the Board endorsed the historic Policy Statement on Aboriginal and Torres Strait Islander Housing. This policy statement includes the following parts:

- the current Aboriginal and Torres Strait Islander housing situation
- the policy changes that are required in a number of areas; and
- the specific change agenda

The Policy Statement on Aboriginal and Torres Strait Islander Housing is available on the [housingqueensland.com.au](https://housingqueensland.com.au) website under the “Publications” page.

During this reporting period (1 July 2022 to 30 June 2022, Housing Queensland has increased the number of resources that were produced. The following covers are a summary of the publications that we have developed during this period. All of these publications are available electronically on the [www.housingqueensland.com.au](https://www.housingqueensland.com.au) website along with other publications that we have produced.



## 8. Submitted Pre-Budget Statements

During this reporting period, Housing Queensland submitted two pre-budget submission to government.

Our late 2021 Australian Government Pre-Budget Submission advocated for linked and prioritised solutions to improve Aboriginal and Torres Strait Islander housing outcomes. This Australian Government Pre-Budget Submission is available on the [housingqueensland.com.au](https://housingqueensland.com.au) website under the “Publications” page.

Our mid 2022 Queensland Government Pre-Budget Submission advocated for linked and prioritised solutions to improve Aboriginal and Torres Strait Islander housing outcomes. This 2022 Queensland Government Pre-Budget Submission is available on the [housingqueensland.com.au](https://housingqueensland.com.au) website under the “Publications” page.

## 9. Awarded Charity Status

During this reporting period, Housing Queensland applied for charity status with the Australian Charities and Not-for-profits Commission (ACNC) who is the national regulator of charities. To be eligible to register, our organisation had to:

- be a charity (as described by ACNC), meaning it is a not-for-profit, has a charitable purpose and is for the public benefit.
- have an Australian Business Number (ABN); and
- comply with the ACNC's Governance Standards.

Housing Queensland was granted charity status on 15 June 2022.

There are a number of benefits to being a registered charity including:

- Access to charity tax concessions and other benefits
- Being able to publicly confirm our registration by ACNC; and
- additional benefits for companies like ours that are limited by guarantee.



## 10. Published a High Quality Magazine

During the very first Housing Queensland meeting it was decided than an official high quality magazine would be developed to provide stakeholders with monthly updates on the establishment during the first 12 months. This monthly magazine was called HOME magazine and it started in January 2021. During this reporting period, Housing Queensland produced 6 issues of HOME magazine (July, August, September, October, November and December 2021).

## 11. Conducted Site Visits

During this reporting period, our Chief Executive Officer visited a number of our Members (and potential Members) across Queensland to learn first-hand about their success and challenges.

## 12. Key Recruitments

In order to achieve our purpose, we have recruited three new employees during this reporting period.

In September 2021, Housing Queensland recruited Tania Wilson as the Housing Advisor in the Sector Development business division. She has significant housing policy, tenancy management knowledge and skills which improve Housing Queensland's technical and professional advisory efforts. This Housing Advisor is available to our members as needed. Her biography is available on the [housingqueensland.com.au](https://housingqueensland.com.au) website under “About Us” page under Our Team.

In November 2021, Housing Queensland recruited Greg Kitson as the General Manager to lead the Policy & Research business division. He has significant policy skills which will improve Housing Queensland's advocacy efforts. This has improved our policy, data and research capability and outcomes during 2022. His biography is available on the [housingqueensland.com.au](https://housingqueensland.com.au) website under “About Us” page under Our Team.

In June 2022, Housing Queensland recruited Anthony Morgan as the General Manager to lead the Corporate Services business division. He has significant skills in the operations of organisations, including their financial, business, IT and human resources areas. His biography is available on the [housingqueensland.com.au](https://housingqueensland.com.au) website under “About Us” page under Our Team.





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“During this period, Housing Queensland has been strongly supported by the Queensland Government, who have effectively engaged Housing Queensland to advise, support and strengthen the Queensland Aboriginal and Torres Strait Islander Housing Sector.”



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1. Housing Queensland CEO Neil Willmet and Martine Britton, CEO, Maryborough Aboriginal Corporation for Housing & Cultural Development; 2. Gwen Motlop (Manager) and Alex Woodcock (Chairperson), Kaban Co-operative Society Limited, Cairns; 3. Ron Binge (Director), Lyndal Beezley (Chair), Robyn Nash (General Manager) and Trevor Draper (Director), Kabi Kabi Aboriginal Corporation, Sunshine Coast; 4. Housing Queensland Board with Queensland Department of Communities, Housing and Digital Economy Housing and Homelessness Services leaders Mark Wall (General Manager), Mary-Anne Curtis (Associate Director-General) and Sharon Kenyon (Executive Director); 5. Housing Queensland Board with Queensland Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships Director-General Dr Chris Sarra.

6. Housing Queensland Board – Michelle Hooke (Director), Gary White (Director), Charles Martin (Director), Glenis Grogan (Director), Virginia Mayo (Director), Mary Doctor (Chairperson), and Angelina Akee (Deputy Chairperson); 7. Dushy Thangiah (CEO), Brenda Lucas (Manager) and team, Yumba-Meta Housing Association Limited, Townsville with Housing Queensland CEO Neil Willmet; 8. Sarah Addo, CEO, Woompera Muralug Cooperative Society Ltd, Cairns; 9. Kieran Chilcott, CEO, Kalwun Development Corporation Ltd, Gold Coast; 10. Housing Queensland Chairperson Mary Doctor, Queensland Minister for Communities and Housing, Minister for Digital Economy and Minister for the Arts, the Hon. Leanne Enoch and Deputy Chairperson Angelina Akee; 11. Glenis Grogan, CEO and team, Ngoonbi Community Services Indigenous Corporation, Kuranda with Housing Queensland CEO Neil Willmet; 12. Cheree Ive (Housing Manager), Peter Anderson (Chairperson) and Michelle Hooke (CEO), from Girudala Community Co-operative Society Ltd, Bowen with Housing Queensland CEO Neil Willmet and GM, John Huggins;



“Amidst all the COVID-related uncertainty, Housing Queensland has done an amazing job in the delivery of advocacy and support services.”



“The last 12 months for Housing Queensland have been focused. We continue to show leadership on issues important to the Sector.”



## A Message from our Chairperson

Welcome to our second Annual Report.

This past year has been one of ongoing challenge for Housing Queensland, as Australia and the world continued to battle against the COVID-19 pandemic. We acknowledge that thousands of people across Queensland lost months of work and, in many cases, their jobs – impacting on rental stress.

Unsurprisingly, the pandemic also impacted on our activity. To date, it has cost us more than an ability to meet more regularly, it has impacted our ability to undertake face-to-face engagement and more site visits with Members.

Regardless, amidst all the COVID-related uncertainty, Housing Queensland has done an amazing job in the delivery of advocacy and support services. As pandemic restrictions have been removed, this activity will materially recover in the next financial year.

During this period, Housing Queensland has been strongly supported by the Queensland Government, who have effectively engaged Housing Queensland to advise, support and strengthen the Queensland Aboriginal and Torres Strait Islander Housing Sector in Queensland.

As well as being resourced to deliver services to the Sector, this has allowed us to develop our inaugural *Housing*

*Queensland Strategic Plan (2022 – 2025)* to improve housing outcomes and develop our historic *Queensland Aboriginal and Torres Strait Islander Housing Policy* to identify recommendations for improvement. It has also helped us retain and employ new employees who have critical skills that we need.

Importantly, during this period we have worked with the Sector, to define the actual Aboriginal and Torres Strait Islander Housing Sector. This historic move has allowed us to describe the two equally important components of our Sector so that both components can be much more strategically supported.

In June 2021, Housing Queensland was granted *charity status* by the Australian Charities and Not-for-profits Commission (ACNC). This is a great achievement and increases our public accountability and also gives our organisation access to greater information, advice and guidance.

In addition to the support that we have received from our funders, the Sector and our partners, I want to acknowledge the growth in Housing Queensland revenue and also our Membership over the last 12 months. Our revenue for this period was \$826,563, an increase of 6.84% on last years revenue. Our membership has also grown from 7 Members at 30 June

2021 to 16 Members at 30 June 2022, an increase of 128.5%.

Finally, I want to recognise the incredible efforts of all our employees across Housing Queensland, who have shown tremendous professionalism and resilience in the face of much uncertainty and conditions that were challenging to say the least. That includes the considerable efforts of the Executive Team led by our CEO Neil Willmetts, who have steered Housing Queensland and are setting it up for a big next 12 months.

I'd also like to thank my fellow Directors for their ongoing dedication to Housing Queensland and our External Board Advisors who have provided excellent guidance during this period.

**Mary Doctor**  
Chairperson  
November 2021

## A Message from our Chief Executive Officer

Over the past year, when asked how the Aboriginal and Torres Strait Islander Housing Sector was coping with COVID, I explained that our Members have had to pivot many times over the past decade as they were impacted by natural disasters and devastating funding cuts.

However, with sudden border changes and restrictions impacting on operations and their rental income, the Sector had to learn how to survive in new ways. They have had to meet not only the pandemic, but more natural disasters and the growing Queensland housing crisis with a level of flexibility that was unthinkable beforehand. Many have had to move quickly to take costs out of their businesses given the sudden drop in rental revenue. This had to be managed carefully.

We assisted the Sector with advice, guidance and support during this period. We actively increased our advocacy for greater inward investment into our Sector from government and for a fair housing system that recognises the crucial role of the Sector and which gives them access to maintenance, repairs and growth funding so they can better service the most vulnerable Queenslanders.

This advocacy will increase into the future until these issues are resolved.

The last 12 months for Housing Queensland have been focused. We

continue to show leadership on issues important to the Sector. In doing so we have finalised our first strategic plan. We have developed our first housing policy which states our areas of concern. We have prepared pre-Budget submissions for government which identify critical issues. And we have increased our internal capability and capacity to be more effective.

The *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. This document will guide our business agenda until June 2025.

We have also successfully increased our engagement with Members and have grown our revenue, workforce and membership.

Sustainability has been another focus area for Housing Queensland. In response to the need for ongoing sustenance of our peak body, we've set some tough goals, including finding new sources of income to help us create a sustainable organisation into the future.

To help accelerate this, we've created the position of General Manager, Business Development, reporting to me, to give this fundamental challenge the focus it needs.

Throughout this reporting period, Housing Queensland has been

supported by Members, industry partners a wide range of stakeholders – not only within Queensland, but from across the Country. This support has been remarkable. It reflects the important place this company has, and the critical services it delivers.

Delivering those services relies on our employees. They have all been critical to our success.

I'd like to recognise the service of John Huggins, who resigned in May 2022. John joined me as the General Manager, Communications and Partnerships in December 2020 to establish Housing Queensland and provided me with excellent guidance through some of the biggest challenges we faced in our first year of operations. He leaves with mine and our Boards profound gratitude.

Special thanks also to *Umpi Korumba Aboriginal and Torres Strait Islander Corporation for Housing* who secured and auspiced our establishment project funds until 30 June 2022. We sincerely thank you.

Last but not least, I would like to sincerely thank the entire Board for their continued guidance, leadership, wisdom and vision during this period.

**Neil Willmetts**  
Chief Executive Officer  
November 2021





### **Mary Doctor, Brisbane**

**Chairperson (from November 2021)**

**Member, Finance, Audit and Risk (FAR) Committee**

Mary is an experienced executive and non-executive director, experienced in strategic development and implementation, stakeholder management, housing regulation and reform, corporate governance and operations, across the private and public sectors.

Mary is also the Deputy Chairperson of the National Aboriginal and Torres Strait Islander Housing Association (NATSIHA). NATSIHA is the national peak body for Aboriginal and Torres Strait Islander Housing in Australia. This NATSIHA Board role ensures that our organisation has an insight and understanding of current national housing matters.

In addition, Mary is also a member of the Queensland Government Ministerial Prevention of Family and Domestic Violence Working Group which advises the Queensland Attorney-General and Minister for Justice, Minister for Women and Minister for the Prevention of Domestic and Family Violence and is also a member of the Queensland Aboriginal and Torres Strait Islander Domestic and Family Violence Prevention Group.

Mary is the current General Manager of Umpi Korumba Aboriginal and Torres Strait Islanders Corporation for Housing (Brisbane) – a National Regulatory System for Community Housing (NRSCH) registered community housing organisation. She has been the General Manager of this organisation since 1998.

Mary has connections to the Cobble Cobble, Kuku Yalanji, Quandamooka and Jinibara people of the Burnett Region, Far North Queensland and South East Queensland.



### **Angelina Akee, Townsville**

**Deputy Chairperson (from November 2021)**

**Member, Nominations and Remuneration Committee**

Angelina is an experienced administrator and non-executive director with expertise in governance, strategy development, risk, financial and audit management, board evaluation, remuneration and development.

Angelina 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 a current Director of the North Queensland Land Council (NQLC). NQLC is a recognised Native Title Representative Body and an organisation appointed by the Department of the Prime Minister and Cabinet, to assist Aboriginal people with all aspects of their native title claims.

Over the last 20 years, Angelina has also served as Chair of the following: The Cultural Centre Trust; Aboriginal and Torres Strait Islander Community Legal Services; and the Townsville Aboriginal and Torres Strait Islanders Corporation for Women. Angelina is a founding member of, the Townsville 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 actively advocate for better outcomes for Aboriginal and Torres Strait Islander people in the housing, youth, disability and health sector.

Angelina has connections to the Juru people of North Queensland and close family links with the Torres Strait Islander community of North Queensland.



### **Gary White, Dalby**

**Non Executive Director (from November 2021)**

**Member, Nominations and Remuneration Committee**

Gary is an experienced executive and non-executive director with expertise in governance, strategy development, risk, housing regulation and reform, board management and evaluation.

Gary is an experienced Chair and has been the Chairperson of Goondir Health Services (Dalby) since 1994. Gary is also 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. This previous experience governing an influential peak body, as well as his detailed knowledge of the direct relationship between poor housing and the causes of poor health is an asset to our Board and the organisation.

With strong involvement in the Dalby and District community since the 1980's, Gary is also an active member of Murrumba Aboriginal Housing Co Ltd. Significantly, Gary was also an elected Aboriginal and Torres Strait Islander Commission (ATSIC) Regional Councillor for the Roma Region in the Queensland South Zone for 12 years.

Gary has studied at Macquarie University and in addition to his non-executive Director experience, and his service on numerous community, state and national committees, Gary is the current Chief Executive Officer of the Goolburri Regional Housing Company (Dalby) and has been the Chief Executive Officer of this organisation since 2001.

Gary has connections to the Kullilli and Ghungalu people of Western and Central Queensland.



## 2021-22 Leadership



### Michelle Hooke, Bowen

**Non Executive Director (from November 2021)**

**Member, Finance, Audit and Risk (FAR) Committee**

Michelle is an experienced administrator and non-executive director specialising in governance, strategy, risk, ICT strategy development and administration.

Michelle is a Director of Girudala Community Cooperative Society (Bowen) – a National Regulatory System for Community Housing (NRSCH) registered community housing organisation. Prior to being appointed as a Director, she was their long-term Chief Executive Officer and held this role from 1996 to 2021. As the Chief Executive Officer, she was responsible for implementing the strategic vision of the organisation and overall management of the organisation.

She is also 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. This previous experience governing an influential peak body, as well as his detailed knowledge of the direct relationship between poor housing and the causes of poor health is an asset to our Board and the organisation.

Michelle is focused on ensuring services help Aboriginal and Torres Strait Islander people achieve self-determination. She believes that housing is the key to improving Aboriginal and Torres Strait Islander communities and believes that the empowerment of Indigenous Community Housing Organisations is one first step towards achieving this.



### Glenis Grogan, Kuranda

**Non-Executive Director (from November 2021)**

**Member, Finance, Audit and Risk (FAR) Committee**

Glenis is an experienced executive and non-executive director specialising in stakeholder engagement, corporate governance, finance, risk, strategy development and administration.

Glenis is also an active member of several boards including Mona Mona Bulmba Aboriginal Corporation, Western Yalanji Aboriginal Corporation, Mamu Health Services Limited and TRACQS (CDP program) of Far North Qld. She remains involved at the review level in the National Empowerment Programs linked to the School of Indigenous Studies at the University of Western Australia and continues to play an important role in a number of organisations that are focused on overcoming Aboriginal and Torres Strait Islander disadvantage through Indigenous community-led solutions.

After an extended nursing and midwifery career, and the establishment of several Community Controlled Health Services, Glenis has worked tirelessly in health, native title and housing organisations to improve the health and well-being of Aboriginal and Torres Strait Islander people in the region they serve.

Glenis is the Chief Executive Officer of Ngoonbi Community Services Indigenous Corporation (Kuranda) – a National Regulatory System for Community Housing (NRSCH) registered community housing organisation. In her role, she is responsible for implementing the strategic vision and overall management of the organisation including overseeing programs relating to Community Housing; Construction, the Commonwealth Home Support Program and NDIS; Community programs: Alcohol and other Drugs, Youth and Empowerment; Sport and Recreation and Bibi Yungan Great Start to Learning early education program. Ngoonbi is also a Centrelink Host Agency which deals with welfare, social issues and targeted employment initiatives.

Glenis has connections to the Western Kuku Yalanji, Djabugay, Djiru and Tagalaka people of Far North Queensland.



### Charles Martin, Thursday Island

**Non Executive Director (from November 2021)**

**Member, Nominations and Remuneration Committee**

Charles is an experienced non-executive director with experience in governance and leadership within a community control framework, community engagement, strategic planning, and business development and implementation in remote Aboriginal and Torres Strait Island communities.

Charles is the President of the Torres Strait Cooperative Society Ltd (Thursday Island). He has been an active non-executive director of this organisation since 2011.

The Torres Strait, also known as Zenadh Kes, is a strait between Australia and Papua New Guinea. To the south is Cape York Peninsula, the northernmost extremity of the Australian mainland. In the 2016 Australian census, the population of the Torres Strait was recorded as 4,514 on the Islands.

Any housing allocation in the Torres Strait is focused on matching applicants to housing that closely meets their needs and entitlements (household make-up and changes needed for people with a disability).

Charles provides significant insights to the Board on remote housing challenges, including costs, allocation practices, cost of development and the maintenance and repairs in remote Australia along with the challenges of climate change and operating a Queensland Indigenous Community Housing Organisation (ICHO) in a remote island location.

Charles is passionate about helping improve the health and welfare of all underprivileged people, especially those in Aboriginal and Torres Strait Islander communities. He strongly believes that good health and education begin when people have decent and safe housing.

Charles has connections to the people of Biogu Island (part of the 'Top Western' Islands group) of the Torres Strait and currently lives and works on Thursday Island.



### Virginia Mayo, Mt Isa

**Non Executive Director (from November 2021)**

Virginia is an experienced administrator and non-executive director and has significant expertise in community-controlled organisations, governance, strategy, risk management, negotiating Indigenous Land Use Agreements (ILUA), cultural heritage, training and education and community engagement.

Virginia is a Director of Aboriginal & Torres Strait Islander Corporation for Welfare Services (Mt Isa). She has been an active non-executive director of this organisation since 2013.

She has also been a Director of Kalkadoon Native Title Aboriginal Corporation (Mt Isa) which represents Traditional Owners from the Kalkadoon Nation family clans, who are recognised as traditional owners over 38,719 square kilometres of land and waters awarded by the Federal Court of Australia by consent determination in 2011.

Virginia has also been the Manager and Chairperson for Kalkadoon Community Pty Ltd (Mt Isa) which was founded in 2006 to undertake urban and community development.

She brings significant expertise to the Board on community organisation; native title; and population increases (and decreases) in rural and remote Queensland associated with mining booms and the impact mining has on increased demand for accommodation and land use.

In addition to her skills and expertise, Virginia has also worked in the health and child protection sectors in the Northern Territory and has a clear understanding of the importance of housing to Aboriginal and Torres Strait Islander people.

Virginia has connections to the Kalkadoon people of North Western Queensland.





## Sophie Pettigrew

### Company Secretary

Sophie is an experienced company secretary, governance expert and senior lawyer. She is a graduate from the Queensland University of Technology (QUT) and holds a Bachelor of Law and is an academic in QUT Law School.

She is a former long-term legal counsel and governance advisor for the multi-billion-dollar Brisbane Metro North Hospital and Health Service (HHS) and was previously a senior lawyer in Queensland Health, the Department of Education and Queensland Treasury.

Sophie plays an important role in supporting the effectiveness of the Board. Her role includes management, compliance and performance activities including advising the Board on:

- good corporate governance;
- managing Board processes;
- ensuring members' and directors' meetings are properly called and held; ensuring the necessary registers are established and properly maintained;
- ensuring that the company's financial records are maintained and reports prepared in accordance with the requirements of the Act;
- ensuring records of members' and directors' meetings are kept in compliance with the Act and the organisation's constitution;
- and providing or procuring advice for directors regarding application of the Act, company constitution requirements and other legal and regulatory requirements.

Sophie is also the current Company Secretary and General Legal Counsel for the Aboriginal and Torres Strait Islander Community Health Service Brisbane and is the Independent Non-Executive Director for Apunipima Cape York Health Council located in Far North Queensland.



## Kieran Chilcott

### Independent Chair Nominations and Remuneration Committee

Kieran is an experience senior executive, administrator and non-executive director who has had an extensive career in the health and human service industries.

Kieran was appointed as the Independent Chair of the Nominations and Remuneration Committee in November 2021. The role of this committee is to assist and advise the Board on the balance of skills, knowledge, experience, independence and diversity on the Board. This includes preparing a description of the role and capabilities required for a particular Board appointment.

The Independent Chair reports to the Board and convenes the committee multiple times throughout the year to gather experienced input to help the Board make informed decisions.

Currently, Kieran is the Chief Executive Officer of Kalwun Development Corporation Ltd, a large Aboriginal and Torres Strait Islander Community Controlled Organisation which delivers health, housing and child and family support services over eight separate locations across the Gold Coast and South East Queensland.

He is a graduate of Griffith University and holds a Bachelor of Education majoring in behaviour management and a range of other qualifications in governance, leadership, training, project management and mental health.

Kieran has completed the Australian Institute of Company Directors course and has held key Board appointments and is a respected Non-Executive Director and Chairman. Notable appointments include:

- Chairperson and Non-Executive Director, Institute for Urban Indigenous Health (IUIH)
- Former Non-Executive Director of the National Aboriginal Community Controlled Health Organisation (NACCHO)
- Former Chairperson of the Queensland Aboriginal and Islander Health Council (QAIHC)
- Non-Executive Director, Gold Coast Primary Health Network (Gold Coast PHN)

Kieran has connections to the Ugarapul people of the South West Queensland.



## Andrew Niven

### Independent Chair Finance, Audit and Risk (FAR) Committee

Andrew was appointed as the Independent Chair of the Finance, Audit and Risk (FAR) Committee in May 2022.

The role of this committee is to assist and advise the Board on a range of finance, audit and risk matters. The Independent Chair reports to the Board and convenes the committee multiple times throughout the year to gather experienced input to help the Board make informed decisions regarding the finance, audit and the risk of Housing Queensland.

Andrew is the Indigenous Partnership Manager for the Queensland Investment Commission (QIC). The QIC was created in 1991 by the Queensland Government to serve its long-term investment responsibilities and has grown into a leading long-term specialist investment manager in Australia and internationally with over \$100bn (US\$73bn) in managed investments.

Andrew is an experienced accountant, who is a graduate of the Queensland University of Technology and has a Bachelor Degree in Accounting and Finance. He has significant expertise in strategic financial governance, leadership and financial risk management, particularly at the Board level.

He is a member of the Australian Institute of Company Directors and has held a number of key Board appointments. Notable appointments include:

- Non-Executive Director, Brisbane Aboriginal and Torres Strait Islander Community Health Service (Brisbane ATSICHS);
- Chairperson, Finance & Audit Committee, Brisbane ATSICHS;
- Chairperson, Karalumba (Asset Management);
- Former Non-Executive Director, Institute for Urban Indigenous Health (IUIH).

Andrew has also held financial roles in National Australia Bank, Queensland Treasury Corporation, private enterprise and Indigenous Business Australia (IBA) where he won an Australia Day Medallion in 2014 for his work with the establishment of IBA's Indigenous Real Estate Investment Trust as well as in 2016 for his work with establishing IBA's Indigenous Prosperity Funds.





## Neil Willmet

### Chief Executive Officer

Neil is a national leader in Aboriginal and Torres Strait Islander housing, health, economic development and administration. He is known as a leading thinker and for his work in strategy and policy development and implementation.

He has a successful track record leading the development of complex and sensitive economic, social and housing and health policy, projects and initiatives as well as structural, capability and cultural change reforms.

He played a key role in the development of the Queensland Housing Strategy 2017 – 2027; the Queensland Building Plan (2017); and the Queensland Procurement Policy (2017); as well as the implementation of the National Partnership Agreement on Remote Indigenous Housing (NPARIH). He has also led a number of other national and state business, health and procurement policies and programs over the last 20 years.

Neil was appointed as the Chief Executive Officer in December 2020. As the CEO, he was responsible for establishing the organisation, and is now responsible for implementing the strategic vision of the organisation and overall management of the organisation. He is committed to ensuring Aboriginal and Torres Strait Islander housing organisations and Indigenous Councils in Queensland continue to be a driving force in social and affordable housing and housing solutions.

With national and international experience in business strategy, policy and change leadership within dynamic business environments, Neil has a proven track record in achieving outcomes.

His experience and knowledge are complemented with a public health degree from the University of Queensland. He is also a published business author.

Neil has connections to the Waanyi people of the Gulf of Carpentaria and the Kuku Yalanji people of Far North Queensland.



## John Huggins

### General Manager, Communications and Partnership

John was the General Manager, Communications and Partnerships during this period until May 2022. He was part of the Executive Leadership Team of Aboriginal and Torres Strait Islander Housing Queensland (Housing Queensland) and was recruited as the General Manager in December 2020.

John was 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.

As the General Manager, Communications and Partnerships he played a pivotal role in supporting the delivery of our Member Engagement Strategy and our Partnerships Engagement Strategy.

John brought 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.

John is a Bidjara and Birri Gubba Juru man.



## Greg Kitson

### General Manager, Policy and Research

Greg is the General Manager, Policy & Research and is part of the Executive Leadership Team of Aboriginal and Torres Strait Islander Housing Queensland (Housing Queensland). He was recruited as the General Manager in November 2021.

He leads the development of high-quality, evidence-informed policy, strategic advice and research to inform and influence public policy and investment in Aboriginal and Torres Strait Islander housing in Queensland.

Reporting to the Chief Executive Officer, he advocates for our five policy focus areas and nurtures quality, long term relationships with our members, external partners and community through policy, research and reporting activities.

Greg has extensive experience across Aboriginal and Torres Strait Islander housing, in particular service delivery, program management, policy development, project services and senior management. He has also worked on major strategic urban and regional infrastructure projects with a focus on sustainable development.

Greg has a Bachelor of Regional and Town Planning (Hons) from the University of Queensland and will soon complete his PhD at Griffith University specialising in Indigenous Community Planning. Greg regularly lectures at Griffith University and the University of Queensland across the built environment and engineering disciplines.

At present, Greg is the Co-chair of TAFE Queensland's Reconciliation Action Plan External Advisory and a Member of the University of Queensland Planning Education Advisory Board. He was previously Director of the Meeanjin Aboriginal Cultural Alliance and has advocated for the Indigenous LGBTIQSB community through volunteer work at the Queensland Aids Council.

Greg is Wakka Wakka and is committed to self-determination, sustainable community development and Country.



## Anthony Morgan

### General Manager, Corporate Services

Anthony is the General Manager, Corporate Services and is part of the Executive Leadership Team of Aboriginal and Torres Strait Islander Housing Queensland (Housing Queensland).

He joined Housing Queensland in July 2022 and is responsible for the overall financial management of the Housing Queensland operating budget. This includes ensuring that the Housing Queensland finance systems are running efficiently, meeting NFP requirements, providing financial reporting, payroll management responsibility and support.

Prior to this General Manager role, Anthony was employed by the Queensland Government Registry of Births, Deaths and Marriages as the Executive Manager of Corporate Services and prior to that as the Principal Executive Officer in Queensland Family and Child Commission (QFCC).

He is an experienced General Manager of Corporate Services, having held these roles in the Australian Government funded Darling Downs and West Moreton Primary Health Network (DD&WMPHN) and Brisbane North Primary Health Network (BNPHN) as well as in the Queensland Government.

Anthony is currently a Non Executive Director of the Aboriginal and Torres Strait Islander Community Health Service (ATSICHS) in Brisbane. ATSICHS is a not-for-profit community owned health and human services organisation delivering on the unique health and wellbeing needs of Aboriginal and Torres Strait Islander people in greater Brisbane and Logan. He is also a Non Executive Director of the Institute for Urban Indigenous Health (IUIH). IUIH is a regional not-for-profit community owned health service that leads the planning, development and delivery of health and family wellbeing services and employment pathways to the Aboriginal and Torres Strait Islander population of South East Queensland.

Anthony has strong family connections to the Bundaberg Region.





## About this Report

The Aboriginal and Torres Strait Islander Housing Queensland (Housing Queensland) annual report provides this document as a summary of our operational achievements and financial performance during 2021–22. 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 covers Year 2 of our operations.

### Our Audience

This Housing Queensland annual report is primarily aimed at the following stakeholders:

- the organisations we serve – our Members
- 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 Housing Queensland who provide high-quality professional support, advice and services to our Members and partners.

### Our Annual Report Theme

Housing People Together is our theme for the Housing Queensland annual report. It touches on the essence of Housing Queensland and who we are and what we do. The theme captures the business direction of Housing Queensland 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.

### Abbreviations

Throughout Housing Queensland annual report, we use two main acronyms:

- Aboriginal and Torres Strait Islander Housing Queensland is referred to by its abbreviated name “Housing Queensland”.
- Indigenous Community Housing Organisations are referred to by their abbreviated name “ICHO”.

## PART 1

# Our Organisation





# Snapshot

- Aboriginal and Torres Strait Islander Housing Queensland (Housing Queensland) was formed December 2020
- We were registered as a Company just months later in May 2021
  - We are an Aboriginal and Torres Strait Islander Community Controlled company
  - We have a 100% Aboriginal and Torres Strait Islander Board
  - We have a 100% Aboriginal and Torres Strait Islander Executive Leadership Team
  - We are the peak body for Aboriginal and Torres Strait Islander community housing providers in Queensland
  - We continually advocate for better Aboriginal and Torres Strait Islander housing outcomes at the local, state and national level

# Legal Structure

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

## About Us

Housing Queensland is the professional peak representative body for Aboriginal and Torres Strait Islander housing providers and Aboriginal and Torres Strait Islander housing advocacy in Queensland.

## Our Vision

Our vision is to work together with members and partners to eliminate the disparities in housing experienced by Aboriginal and Torres Strait Islander people in Queensland.

## Our Purpose

- Our purpose is to:
- 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.
- We achieve this through advice, support, partnerships and research.

# Our Organisation

Housing Queensland consists of three important components which work together. These components include:

1. Members
2. Board of Directors; and
3. Company

## 1. Members

In 2020-21, Housing Queensland established procedures for acceptance as a Member. Membership applications are processed by the company and presented to the Board who make a final decision on them.

The 2021 Constitution includes two categories of membership – these are Member and Affiliate Member and are summarised. Our 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, Housing Queensland is here to provide support to its Members. The ongoing support of our Members is fundamental to Housing Queensland’s forward work program and the ongoing success of our Sector.

There are two membership categories defined in our 2021 Constitution – these are Member and Affiliate Member categories.

### Member (with voting rights)

- A Queensland Aboriginal and Torres Strait Islander Community Controlled Housing Provider.
- 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.

### 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.

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

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

## Maintaining Community Control Standards

Housing Queensland 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 Constitution:

1. Is an independent, not-for-profit organisation, that is incorporated and is an Aboriginal and/or Torres Strait Islander organisation.
2. 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.
3. Is based in a local Aboriginal and/or Torres Strait Islander community, or communities.
4. 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.
5. Delivers services that build strength and empowerment in Aboriginal and/or Torres Strait Islander communities and people.



## 2. Board of Directors

Housing Queensland is governed by a seven-member Board made up of Directors who have significant management, capability, housing and cultural expertise.

The Housing Queensland Chairperson during this period was Mary Doctor and the Housing Queensland Deputy Chairperson was Angelina Akee. The Board has the responsibility to ensure that the organisation is well governed and that it remains viable and effective.

The Board oversees the work of Housing Queensland and monitors the 2021 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 Strategic Plan.

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

Additional information on the Board is contained in *Part 2: Our Leadership and Governance*.

## 3. Company

Housing Queensland was registered as a company on 13 May 2021. The company is responsible for implementing the Board (and Chairperson) instructions. We also advocate 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 Housing Queensland is by our Chief Executive Officer and supported by the Executive Leadership Team.

### Chief Executive Officer

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

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

The Chief Executive Officer responsibilities include:

- Implementing the strategic vision of the organisation and the overall management of Housing Queensland's operations.
- Communicating, on behalf of Housing Queensland, with Members and stakeholders including government entities, and the public.
- Leading the development of Housing Queensland's short and long-term strategy.
- Evaluating the work of other executive leaders within Housing Queensland.
- Maintaining awareness of the Sector challenges and successes, the housing system landscape, expansion opportunities, and industry developments.
- Ensuring that Housing Queensland maintains professional standards wherever it does business.
- Assessing risks to Housing Queensland 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 Officer is contained in *Part 2: Our Leadership and Governance*.

## Business Divisions

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

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

During this reporting period, a Corporate Services Division was added to the organisation. It has absorbed the responsibilities of the former Communications and Partnerships Division.

Each business division is led by a General Manager who is part of the Housing Queensland Executive Leadership Team. Each General Manager is responsible and accountable for the performance of their business division. All General Managers report directly to the Chief Executive Officer.

### Sector Development Division

The 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 engages frequently with the Sector and assists 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 is demonstrated through our Member engagement activities including site visits, 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 resources for our Members to assist and strengthen the Aboriginal and Torres Strait Islander Housing Sector in Queensland.

### Communications and Partnerships Division (until June 2022)

The Communications and Partnership Division led all brand management, marketing and communications for Housing Queensland and was at the forefront of engaging with our partners to maximise benefits to our organisation and growing relationships.

This business division played a pivotal role in supporting the delivery of our Member Engagement Strategy and our Partnerships Engagement Strategy.

The business division was a primary conduit of company information to Members and partners to ensure that they have a sound and balanced understanding of our strategy and operations. The business division also supported and assisted with the creation of best practice communications materials including media releases, announcements, presentations, financial results materials and annual reporting. This division is now part of the new Corporate Services Division.



### Policy and Research Division

The 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 (ICHOs), Indigenous Councils and organisations who provide housing related support services.

This business division has a strong advocacy role.

Our five policy focus areas (Queensland 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 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 our work. It is also responsible for leading our research agenda and interaction with various universities.

### Corporate Services Division (from June 2022)

The Corporate Services division is responsible for managing the corporate services functions of Aboriginal and Torres Strait Islander Housing Queensland. These functions include: Finance, Information Technology / Communications, Quality Assurance, Fundraising, Fleet / Asset Management, Property Planning and Property Management. It is also responsible for all brand management, marketing and communications for Housing Queensland and has absorbed a number of responsibilities of the former Communications and Partnerships division.

These functions are to be closely managed to ensure the organisation is supported in an efficient, financially feasible manner to ensure the current and future goals of our organisation can be met in all areas of Corporate Services.

# Our Leadership & Governance



# Our Leadership

Aboriginal and Torres Strait Islander Housing Queensland (Housing Queensland) is a not-for-profit company that is governed by a seven-member Board made up of Directors who have significant governance, management, capability, housing and cultural expertise. Our Chairperson and Deputy Chairperson were selected from amongst our appointed Directors in November 2021.

All Housing Queensland Directors are “skill-based Directors”, not “regional representatives”. As such, they’re responsible for collectively governing the company, not representing regions where they come from. This is an important distinction.

Our 2021–22 Board included:

- Mary Doctor, Brisbane
- Angelina Akee, Townsville
- Gary White, Dalby
- Michelle Hooke, Bowen
- Glenis Grogan, Kuranda
- Virginia Mayo, Mt Isa
- Charles Martin, Thursday Island

# Our External Leadership

Housing Queensland is supported by three important and experienced content experts who assist the Board with independent advice. They include:

- A Company Secretary;
- An Independent Chair, Nominations and Remuneration Committee; and
- An Independent Chair, Finance, Audit and Risk (FAR) Committee.

# Our Executives

The Housing Queensland head office is located at 41 George Street, Brisbane. Our executives are responsible for implementing the Board (and Chairperson) instructions, and the day-to-day running of Housing Queensland. Housing Queensland is overseen by the Chief Executive Officer, Neil Willmetts who is responsible for the overall success of Housing Queensland, making top-level operational decisions and hiring employees.

He is supported by General Manager positions who are responsible for various business divisions.

Our 2021–22 Housing Queensland Executives included:

- Neil Willmetts, Chief Executive Officer
- John Huggins, General Manager, Communications and Partnerships
- Greg Kitson, General Manager, Policy and Research
- Anthony Morgan, General Manager, Corporate Services

# Our Governance

## Our Board

The Board of Directors consists of the Chairperson and Deputy Chairperson and five additional Directors. The Board of Directors has established a State Office, overseen by the Chief Executive Officer, to which it delegates various corporate and operational functions.

To assist with decision-making, the Board of Directors is also supported by advisory committees established to manage activities requiring specific capability and expertise. The Board of Directors is ultimately responsible for the overall governance of the Housing Queensland.

During the financial year, the Board of Directors held six meetings. Meeting attendance is noted below.

Director	Number of meetings Held During Directors Term	Number of Meetings Attended
Mary Doctor, Chairperson	6	6
Angelina Akee, Deputy Chairperson	6	4
Gary White, Director	6	5
Michelle Hooke, Director	6	5
Glenis Grogan, Director	6	5
Charles Martin, Director	6	5
Virginia Mayo, Director	6	4

## Board Remuneration

The Board of Directors receive a payment for their services and are reimbursed for costs they incur to attend Housing Queensland meetings, or in the course of performing the duties associated with their roles.

## Risk Management

The Board of Directors oversees the establishment, implementation, and review of the Risk Management Framework. The framework includes the following documents:

- Risk Management Policy;
- Risk Management Strategy; and
- Risk Register.

The Risk Management Policy sets out the principles that the Board of Directors and the Housing Queensland Executive need to comply with in managing risk.

The Finance, Audit and Risk Committee is the key advisory committee with oversight of Housing Queensland risk management practices, including the reporting of risks by management to the Board of Directors.

Housing Queensland governance is supported by our experienced Directors and Chief Executive Officer and supported by a number of key instruments. These are summarised below:

## 1. Governance Arrangements

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 governance, management, capability, housing and cultural expertise.

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

## 2. 2021 Constitution

The 2021 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 Constitution is a fundamental component of our Governance Framework.

The Board has a legal responsibility to:

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

The Board also have a responsibility for:

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

The 2021 Constitution is available from our office.

## 3. Governance Framework

The Governance Framework was approved by the Board in 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 Constitution, the Governance Framework provides a framework from which the day-to-day management of operations is clear and compliant operations can grow.

The Governance Framework includes the following:

- Responsibilities of the Board of Directors
- Incorporation and Governance
- Board Structure and Meetings
- Role of Individual Directors
- The Role of the Chair
- The Role of the Chief Executive Officer
- The Role of the Company Secretary
- Board Sub-committees
- Risk Management
- Delegations of Authority
- Director Protection
- Code of Conduct
- Conflict of Interest
- Director Remuneration
- Stakeholder Interests and Communication
- Governance Framework Review



#### 4. Annual Governance and Management Cycle

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

#### 5. Delegations Document

In 2022, the Board strengthened our existing delegation policy. This new delegation document sets Housing Queensland delegations to ensure appropriate governance, accountability and management relating to the following areas:

- Human Resources Management
- Leave
- Expenditure, Banking and Accounting
- Disposal of Assets
- Contracts, Leases and Tenders
- Other Miscellaneous Authorities.

#### 6. Adoption of the AICD Governance Principles

In 2021, the 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.

#### 7. Company Secretary Role

The Board is supported by a qualified Company Secretary. Our Company Secretary was appointed in October 2021 and plays an important role in supporting the effectiveness of the Board. The role of our Company Secretary includes management, compliance and performance activities such as advising the Board.

#### 8. Chairperson and Deputy Chairperson Roles

The Chairperson is responsible for ensuring that the 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 Chairperson was also responsible for overseeing the organisation as a whole and the supervision of the Chief Executive Officer.

The Deputy Chairperson acts as the Chairperson in their absence or during matters of conflict.

#### 9. Approved External Board Activities

Housing Queensland's mandate is to be an independent and practical organisation. An important aspect of our governance is to ensure that the external Board activities of our employees avoid conflicts of interest or reputational concerns, whilst also supporting the employees' aspirations to participate and contribute to the broader Australian community.

Our employees are required to disclose, and to have approval, to undertake any paid or unpaid external Board activities. This information is published in our annual report (and will also be published on our website in 2022) to maintain transparency with our Members, stakeholders and community.

Employee permission is granted on a case-by-case basis. As always in these matters, common sense, sound judgment, mutual trust and integrity apply. A sub-committee of our Board, comprising of the Chairperson (Mary Doctor) and Deputy Chairperson (Angelina Akee) determine permissions.

#### Current Approved External Board Activities (Employees)

##### Neil Willmetts

Chief Executive Officer

- Non-Executive Director, Relationships Australia (QLD) Pty Ltd.  
3 Years. Paid.
- Non-Executive Director, selectability Ltd.  
3 Years. Paid.
- Non-Executive Director, Job Train Pty Ltd.  
3 Years. Unpaid.

##### Greg Kitson

General Manager, Policy & Research

- Chairperson, Reconciliation Action Plan Advisory Group, TAFE Queensland.  
2 Years. Paid.
- Board Member, Planning Education Advisory Board, University of Queensland (UQ).  
2 Years. Unpaid.

##### Anthony Morgan

General Manager, Corporate Services

- Non-Executive Director, Aboriginal and Torres Strait Islander Community Health Service Brisbane Ltd.  
2 Years. Paid.
- Non-Executive Director, Institute for Urban Indigenous Health Ltd.  
3 Years. Paid

## PART 3

# Our Operating Environment



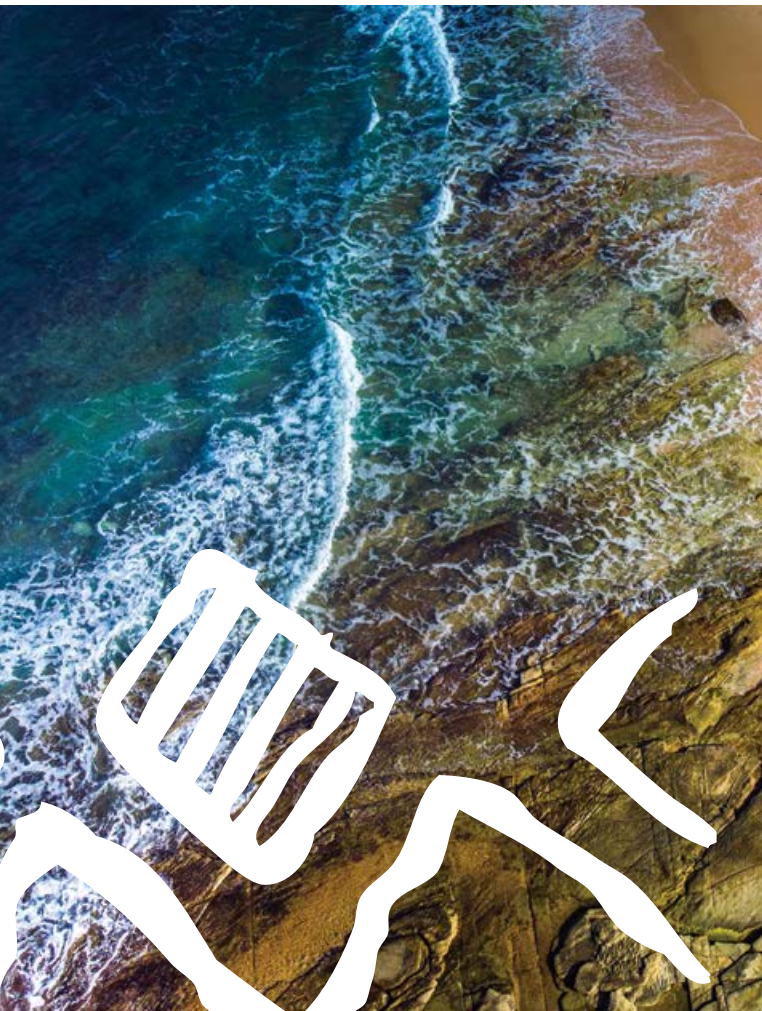
# The Complex Operating Environment

Housing Queensland 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 is critical, putting them at the centre of our work. Their needs drive the design and delivery of our services.

## Our Key Challenges

Our key challenges in eliminating the disparities in housing experienced by Aboriginal and Torres Strait Islander people in Queensland are divided into Sector Challenges and Internal Challenges.



### Sector Challenges

#### 1. Housing Investment

There has been significant under investment by government in Aboriginal and Torres Strait Islander housing in Queensland for decades. Aboriginal and Torres Strait Islander households will face a shortage of affordable housing for further decades without immediate intervention by governments to increase and accelerate Aboriginal and Torres Strait Islander housing supply in Queensland through a multi-billion-dollar investment.

#### 2. Housing Market Conditions

There has been significant challenges in the housing market. This has impacted on housing (including rental), land supply, construction and affordability. Immediate and additional accommodation assistance is required for Queensland Aboriginal and Torres Strait Islander housing Providers.

#### 3. Housing Supply

Queensland ICHO's and indigenous Councils 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.

#### 4. ICHO Financial Sustainability

Queensland ICHO's 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.

#### 5. 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.

#### 6. ICHO Workforce Development

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.

#### 7. Alignment with Government Housing Plans

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

### Internal Challenges

#### 1. Meeting the Needs of Members and Partners

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

#### 2. Update of Advice, Services and Products

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

#### 3. Peak Body Sustainability

Housing Queensland has a formal agreement with the Queensland Government for core funding until 30 June 2025. This was aligned to the new Queensland Housing and Homelessness Action Plan 2021-2025. However, we need a formal commitment from the Queensland Government to extend our core funding to align with the Queensland Housing Strategy 2017-2027 and any new Queensland Housing Strategy post 2027.





## Our Future

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 our services and products.

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

- Develop internal leadership capabilities at all levels to drive organisational change and embrace new opportunities.
- Foster a culture of workforce flexibility, innovation and agility that enables us 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 our 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 Housing Queensland and Aboriginal and Torres Strait Islander Community Housing Sector in Queensland.

## PART 4



## Our Work



# Services

To have an impact, Housing Queensland services are divided into four important categories:

- 1. Advocacy;
- 2. Strategy, policy and research;
- 3. Professional advice; and
- 4. Sector development.

## 1. Advocacy

Housing Queensland ensure that the voices of our members are heard and that their housing expertise is incorporated into decisions that affect Aboriginal and Torres Strait Islander people in Queensland.

Our housing knowledge provides valuable insights on Aboriginal and Torres Strait Islander housing. We think differently to most other peak bodies, and are recognised as the ‘go-to’ peak body for insights and advice on Aboriginal and Torres Strait Islander housing in Queensland.

In addition to advocacy and insights, we regularly publish articles on a range of Aboriginal and Torres Strait Islander housing topics.

## 2. Strategy, Policy & Research

Housing Queensland produces high-quality public policy recommendations and advice to improve Aboriginal and Torres Strait Islander housing outcomes in Queensland.

Since we were established in 2021, our independent research and advice has helped shape the Aboriginal and Torres Strait Islander housing policy conversation, from recommendations to strengthen community housing organisations to homelessness responses we are working to remove housing barriers to create better outcomes.

We are rigorous in obtaining the best evidence from our own data analysis and from published work. Using state, national and international evidence, we are practical in identifying what governments should do to improve Aboriginal and Torres Strait Islander housing in Queensland.

## 3. Professional Advice

Housing Queensland strives to provide professional advice that adds value to our members and partners. Our aim is to help them achieve their objectives.

Our people have a wealth of experience and are trusted advisors to Aboriginal and Torres Strait Islander community housing providers, peak bodies and government.

We work closely to identify what is needed and what is relevant to overall success. We are available to assist by listening and by helping overcome challenges so that they achieve better outcomes and that organisations have the information it needs to make informed decision, is strong and is sustainable into the future.

## 4. Sector Development

Sector Development is very important to Housing Queensland.

Our commitment to sector development has been demonstrated through our publications and member engagement activities including site visits, CEO communication and member events; through the sharing of news; and through the ongoing development of Sector resources.

# Strategic Plan

Our Strategic Plan is available on [housingqueensland.com.au](https://housingqueensland.com.au) under the “Roadmap” page.

Our strategic plan covers a three year period (July 2022 – 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 (shown below) which are supported by 65 Commitments (Actions). These will guide the Housing Queensland business agenda until 2025.





## Stakeholder Engagement

Housing Queensland continues to engage with good-will with a variety of stakeholders. Our engagement is guided by our Stakeholder Engagement Strategy which is available on [housingqueensland.com.au](https://housingqueensland.com.au) website under the “Publications” page.

Our Stakeholder Engagement Strategy describes our commitment to engagement principles which include:

1. Access to us to enable stakeholders to engage with us on their unique issues.
2. Interactive and transparent stakeholder engagement that is focused on outcomes and which always have a clear purpose and scope.
3. Timely and clear communication about emerging issues and pending decisions to enable opportunities for stakeholder feedback.
4. Sharing of the outcomes with stakeholders from engagement, including feedback about decisions.
5. Access to information that will enable better stakeholder awareness and contributions.
6. Time management to ensure a thoughtful and efficient approach to stakeholder time commitments.

In addition, Housing Queensland is committed to engaging with stakeholders in a way that will develop trust by abiding by the five engagement rules listed below:

- We will listen and be responsive and fair.
- We will encourage inclusion and respect.
- We will be impartial and objective.
- We will be open and transparent.
- We will engage in innovative ways, add value to the process and enhance participation.

## Partners

Housing Queensland is proud to work with a selection of strategic, technical and service partners, who are committed to improving Aboriginal and Torres Strait Islander housing outcomes in Queensland. To discuss being a Housing Queensland partner, please contact us at [admin@housingqueensland.com.au](mailto:admin@housingqueensland.com.au)

During the reporting period, we were supported by and worked with the following partners to find solutions to better housing outcomes. We acknowledge them for their support during 2021-22.

### Indigenous Organisations and Indigenous Peak Bodies

- Umpi Korumba Aboriginal and Torres Strait Islander Corporation for Housing
- Queensland Aboriginal and Torres Strait Islander Community Housing Providers (ICHO's)
- National Aboriginal and Torres Strait Islander Housing Association (NATSIHA)
- Aboriginal Housing NT (AHNT)
- Aboriginal Housing Victoria (AHV)

### Government

- National Indigenous Australians Agency (NIAA)
- Queensland Department of Communities, Housing and Digital Economy (DCHDE)
- DCHDE Aboriginal and Torres Strait Islander Housing Unit
- Queensland Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships
- Queensland Department of Children, Youth Justice and Multicultural Affairs
- Queensland Family and Child Commission
- Queensland Human Rights Commission
- Queensland Mental Health Commission
- Queensland Health
- Indigenous Shire Councils

### Peak Body and Non-Government

- Q Shelter
- CHIA Queensland
- QCOSS
- Council to Homeless Persons Queensland
- Queenslanders with Disabilities Network
- Tenants Queensland

### Statutory Authorities

- Productivity Commission
- Indigenous Business Australia (IBA)
- National Regulatory Scheme for Community Housing (Queensland)
- Residential Tenancies Authority (Queensland)
- Australian Charities and Not-for-profits Commission (ACNC)

### Corporate Australia

- Gadens
- PwC Australia
- Commonwealth Bank

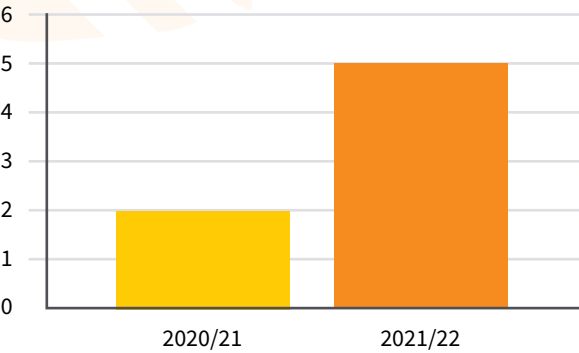
# Our People



Australia is facing a skills shortage at a level that has been unmatched in the last 50 years.

Recent research indicates that 91% of employers are facing a skills shortage. This applies to Housing Queensland. In such a market, Housing Queensland has had to stand out as a preferred employer. To be a preferred employer, we continue to view our employees as our most important assets, offer a competitive salary, flexible working conditions, benefits and upskilling activities. The following provides an overview of our workforce during 2021-22.

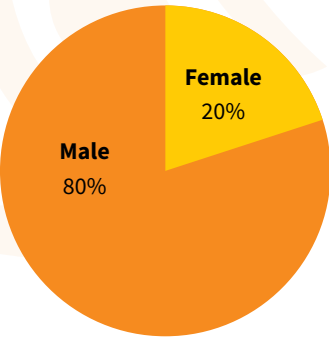
## 1. Employees



During this reporting period:

- Housing Queensland saw an increase in the number of employees.
- Housing Queensland employed five people across the company. They included:
  - Neil Willmet, Chief Executive Officer
  - John Huggins, General Manager, Communications and Partnerships (until May 2022)
  - Tania Wilson, Housing Advisor, Sector Development (from September 2021)
  - Greg Kitson, General Manager, Policy and Research (from November 2021)
  - Anthony Morgan, General Manager, Corporate Services (from June 2022)

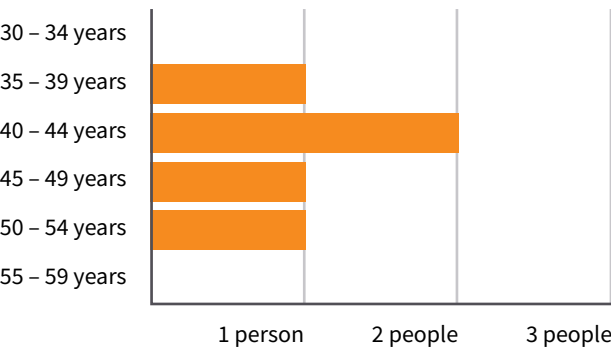
### Employee Gender



During this reporting period:

- At 30 June 2022, a majority of the Housing Queensland employees were male (80%).
- Active efforts were undertaken during the year to recruit more female employees to vacant positions.

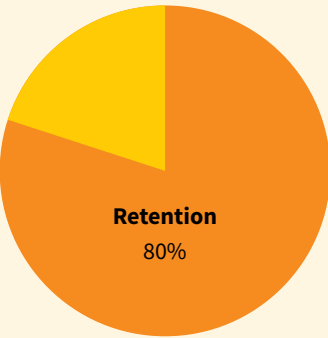
### Employee Age Distribution



During this reporting period:

- Housing Queensland employed a mature workforce.
- At 30 June 2022, the youngest employee in Housing Queensland was 36 years.
- At 30 June 2022, the eldest employee in Housing Queensland was 50 years.
- The average age of an employee in Housing Queensland was 42.6 years.

### Employee Retention



During this reporting period:

- Housing Queensland had one resignation in May 2022.
- As a result, our retention of employees remained high at 80%.
- Our high retention rate suggests great staff engagement, offering purposeful work and strong team relationships.

### Employment Duration

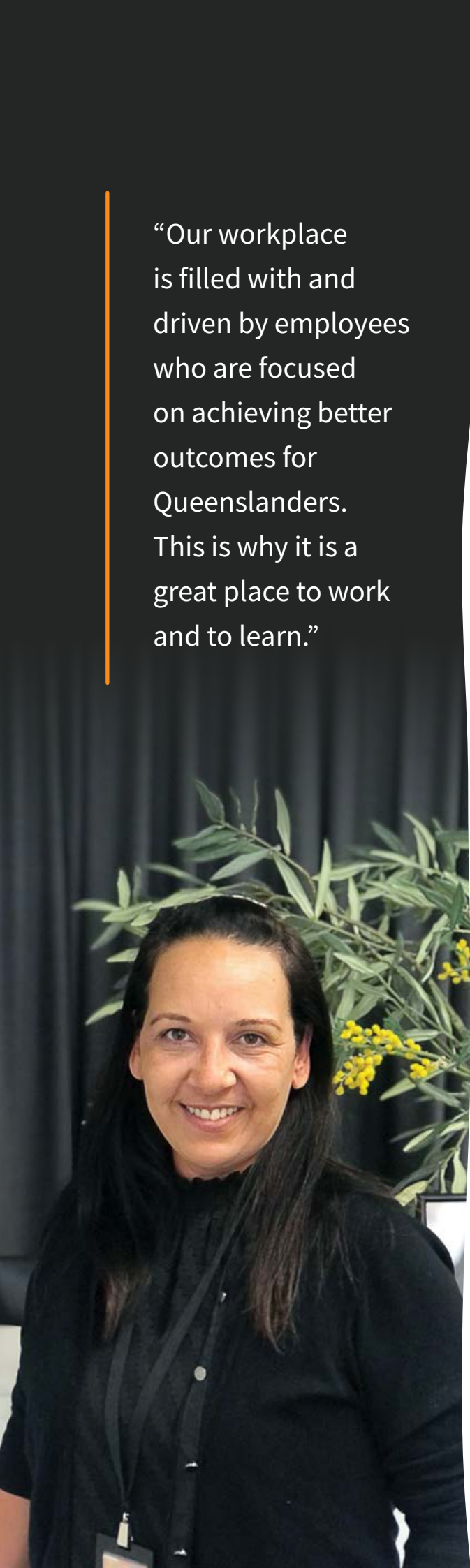
During this reporting period, Housing Queensland recruited three new individuals and had one resignation. As a result, the average employment duration during this 12-month period was 8.6 months.

### Employee Benefits

Our employees are very important. Housing Queensland offers employees a range of benefits. During this reporting period they included:

- Flexible work conditions. This includes an adaptive hybrid model that consisted of a flexible work schedule, remote days and working outside core hours.
- An annual pay increase. This pay increase was 2% on 1 September 2021.
- Access to training and development opportunities.
- An opportunity to develop technical skills.
- Challenging and exciting work.
- Mental / Physical health days.
- Over 20 days annual leave.
- Development of soft skills.
- CEO support.





“Our workplace is filled with and driven by employees who are focused on achieving better outcomes for Queenslanders. This is why it is a great place to work and to learn.”

Employee Profile

Tania Wilson, Housing Advisor

Tania is one of our valuable employees. She is a housing specialist and was recruited to Housing Queensland in September 2021 to be the Housing Advisor for our organisation.

She brings extensive knowledge and experience of housing related issues with over 20 years’ service with the Queensland Department of Housing, Communities and Digital Economy, including 10 years frontline service across various Housing Service Centres and roles within the previous Aboriginal and Torres Strait Islander Housing Program and also Aboriginal and Torres Strait Islander Strategy Unit.

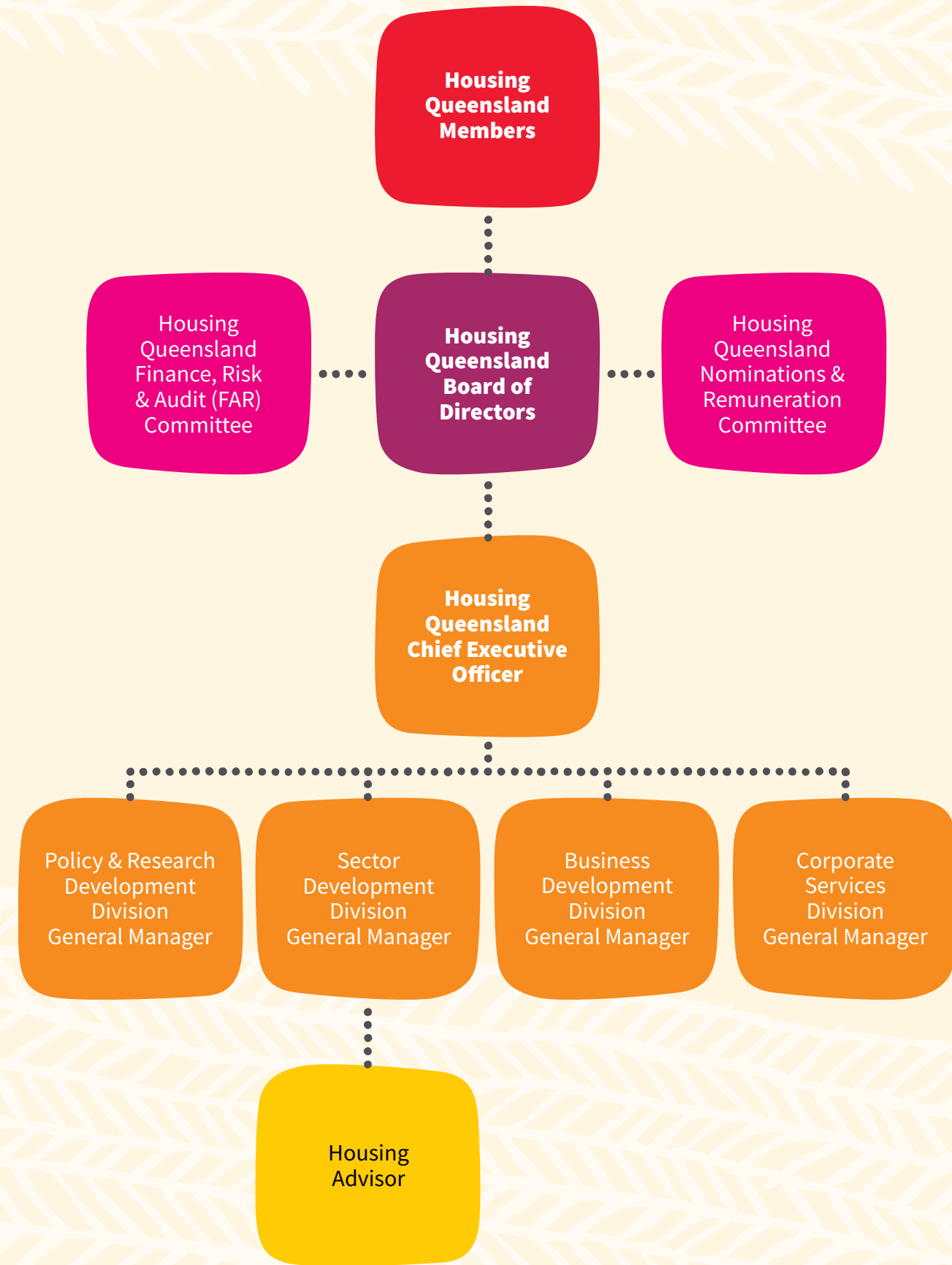
Tania’s strength is in developing effective housing strategies, plans and solutions that provide a pathway to better housing outcomes. She is pragmatic and values innovation and collaboration and is passionate about offering practical solutions and changing the way we think about Aboriginal and Torres Strait Islander housing in Australia.

Tania has worked extensively on a number of policies and strategies across Queensland Government – including the National Partnership Agreement on Remote Indigenous Housing (NPARIH); the Queensland Aboriginal and Torres Strait Islander Action Plan 2019 – 2023; and the Queensland Housing Plan.

In addition, Tania has worked across a number of remote Queensland communities on rural and remote housing and tenancy management challenges. She is committed to and passionate about improving housing outcomes for Aboriginal and Torres Strait Islander peoples.

Tania has connections to the Gaangulu people of Central Queensland.

2. Organisational Chart



As of 30 June 2022



### 3. Our People Management

Housing Queensland applies 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 2021–22, we used a ‘person first’ principle to the management of our current employees. This strength-based approach allowed the Housing Queensland to get a better understanding of employee strengths and weaknesses. As a result, during this reporting period, Housing Queensland was able to capitalise on employee strengths and deliver more outcomes.

We take employee performance seriously and manages it accordingly. Employee performance is reviewed twice within the first six months of employment with Housing Queensland 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 three-month point, and again prior to the signoff of probation at six months.

For all employees, the 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.

Housing Queensland has a workplace culture that makes employees feel valued and appreciated, and that there is job satisfaction. We regularly seek employee feedback to ensure that there is job satisfaction.

#### Focussing on Right People, Right Skills

In 2021–22, we ensured that suitably experienced and qualified people were attracted and retained by Housing Queensland. 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. 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 better outcomes.

#### Merit Based Recruitment and Selection Processes

Our 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 interview panels now consist of representatives who are current employees and a mix of genders. All interview panels are provided with predetermined questions to be asked of each candidate to ensure consistency, transparency and fairness in the interview process

# Our Financials



# Acknowledgement

We sincerely thank the Queensland Department of Communities, Housing and the Digital Economy (DCHDE) for their generous financial contribution to Housing Queensland during this reporting period. Their support has assisted Housing Queensland 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.

# Establishment Funds

In 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 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 agreement is referred to as the ICHO Peak Housing Body Project.

From late 2020 until 30 June 2022, Umpi Korumba auspiced the Housing Queensland establishment funds.

# 2021–2022 Financial Snapshot

During this reporting period, Umpi Korumba received project payments from the Queensland Government totalling \$826,563 for the ICHO Peak Housing Body Project.

# Our Funding Source

During this reporting period, Housing Queensland received funding from the following one source:

- Queensland Department of Communities, Housing and the Digital Economy

# Financial Statement

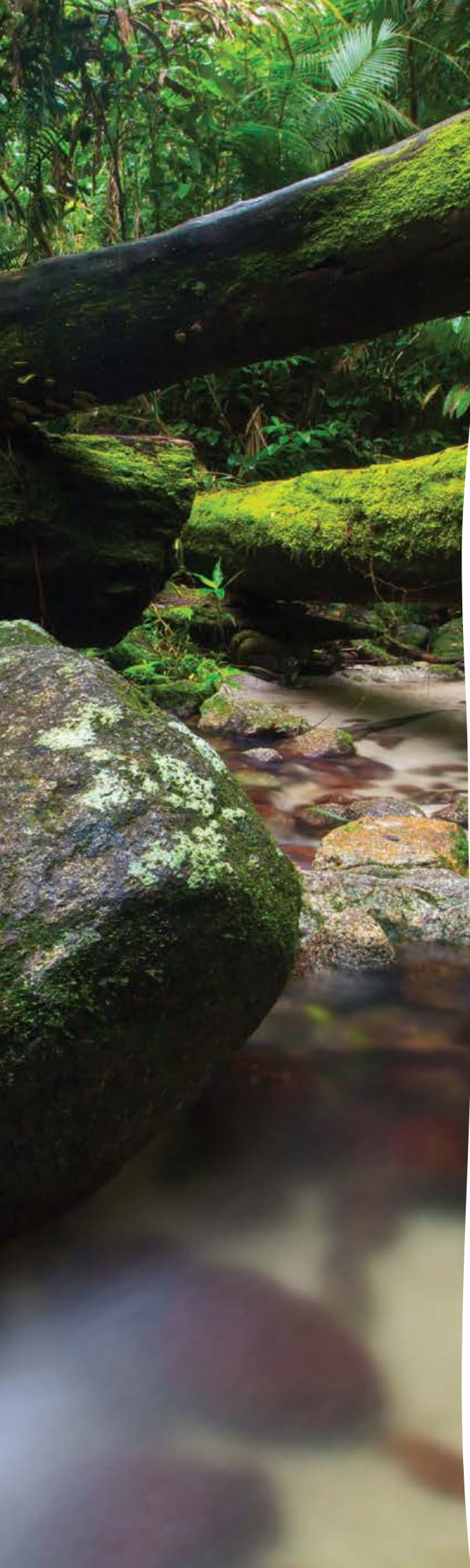
The following financial statement provide a snapshot of the financial position of the ICHO Peak Housing Body Project for the 2021–22 financial year.

# Profit & Loss Project Statement

For year ended June 2022

<b>Revenue</b>		
DCHDE Grant	\$	826,564
<b>Total Revenue</b>	<b>\$</b>	<b>826,564</b>
<b>Expenditure</b>		
Employee Expenses	\$	200,665
Depreciation	\$	2,931
Insurances	\$	2,177
Motor Vehicle & Travel	\$	14,372
Property Expenses	\$	1,505
Audit, Legal, and Consultancy	\$	17,535
Other Operating Costs	\$	36,916
<b>Total Expenditure</b>	<b>\$</b>	<b>276,102</b>
<b>Total Unexpended Grant for Year</b>	<b>\$</b>	<b>550,462</b>





## ACKNOWLEDGEMENTS

### Traditional Owners and Custodians

Housing Queensland acknowledges the traditional owners and custodians of Country throughout Australia and acknowledges their continuing connection to land, waters and community. We pay our respects to the people, the cultures and the elders past, present and emerging.

### Queensland ICHO's

Housing Queensland acknowledges all of the hard work undertaken by the 61 Queensland Indigenous Community Housing Organisations (ICHO's) and their founding members to provide better housing outcomes to their local community.

### Queensland Councils

Housing Queensland acknowledges all of the hard work undertaken by the 16 Indigenous Councils in Queensland to provide better housing outcomes to their local community.

### Artist Acknowledgement

We acknowledge the bespoke Indigenous artwork of Ricky and Diana Salam from We Are 27 Creative whose artwork has been used throughout this annual report. Their incredible culturally inspired artwork has helped Housing Queensland capture and develop our cultural identity and we want to sincerely thank them for collaborating with us. [www.weare27.com.au](http://www.weare27.com.au)

## PART 7

# Our History





# Our History

The following is a timeline of key events that occurred prior to the appointment of Housing Queensland's 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 Malcolm 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 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 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 QCOS (Queensland Council of Social Service). The workshop was sponsored by QShelter and the South East Queensland Regional Indigenous Housing Organisations (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 I 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 their vision.

## 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 Anastacia 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 Willmet (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 Anastacia 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.

### New 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.

### New 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.

### New Peak Body Employees Recruited

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









Aboriginal and Torres Strait Islander  
**Housing Queensland**

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