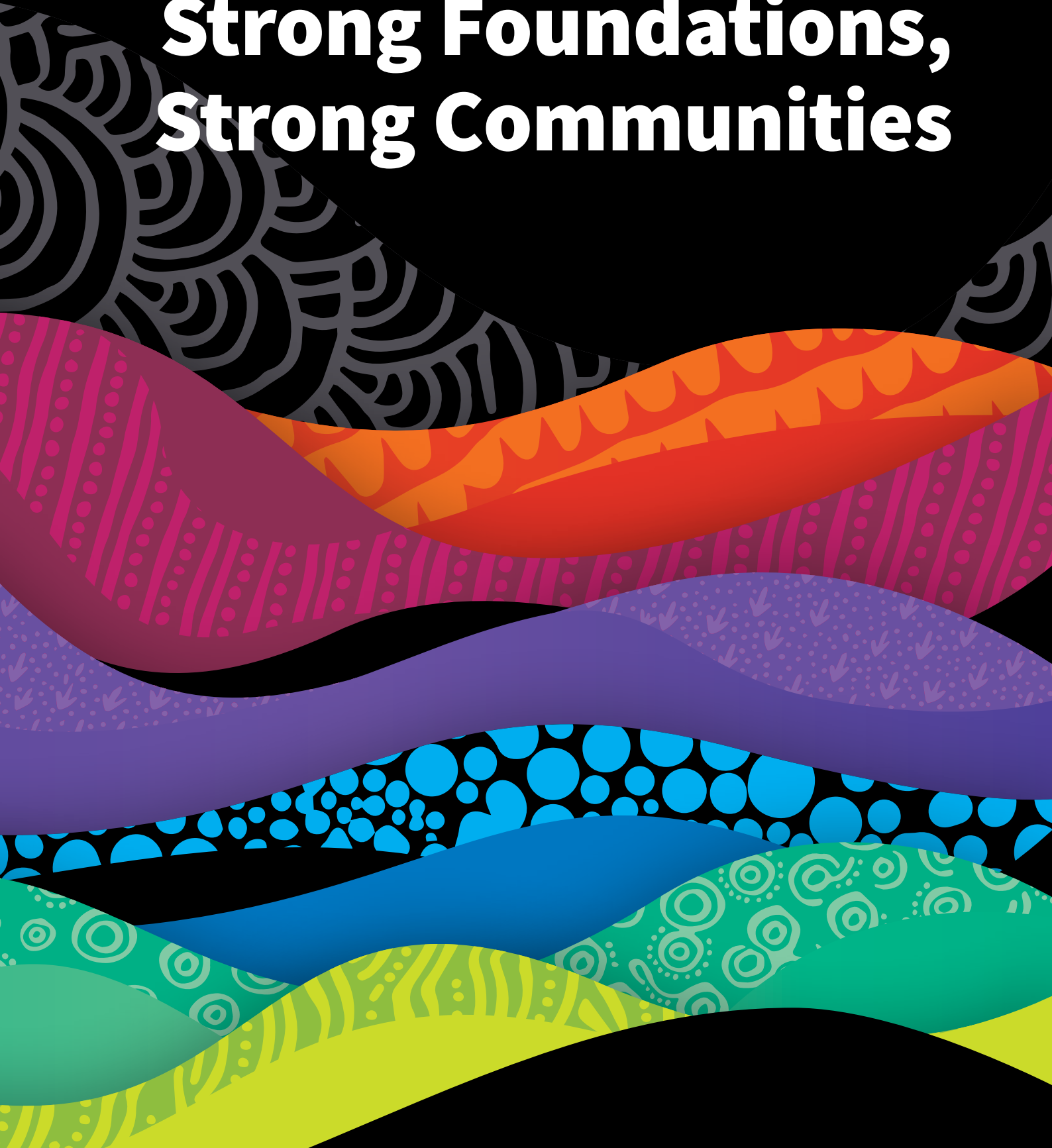




Aboriginal and Torres Strait Islander
Housing Queensland

2022-23 Annual Report

Strong Foundations, Strong Communities



Acknowledgement

Aboriginal and Torres Strait Islander Housing Queensland (Housing Queensland) acknowledges the Traditional Owners of the land on which we provide services and we pay our respects to Elders past, present and emerging. We acknowledge that sovereignty has never been ceded in Australia. We acknowledge the organisations that have shown dedication and commitment to Aboriginal and Torres Strait Islander housing in Queensland over a long and sustained period. We recognise their hardworking founders and the efforts of these organisations over many decades. We also acknowledge those who support and partner with us to improve Aboriginal and Torres Strait Islander housing outcomes in Queensland.

Aboriginal and Torres Strait Islander people are respectfully advised that this document may contain images of deceased persons.

Artist Recognition

We acknowledge the bespoke Indigenous artwork of Ricky and Diana Salam from We Are 27 Creative whose artwork has been used throughout the Annual Report 2022-23. Their incredible culturally inspired artwork has helped Housing Queensland capture and develop our cultural identity and we want to sincerely thank them for continuing to collaborate with us. www.weare27.com

Design and Layout

www.myck.com.au

Communication Objective

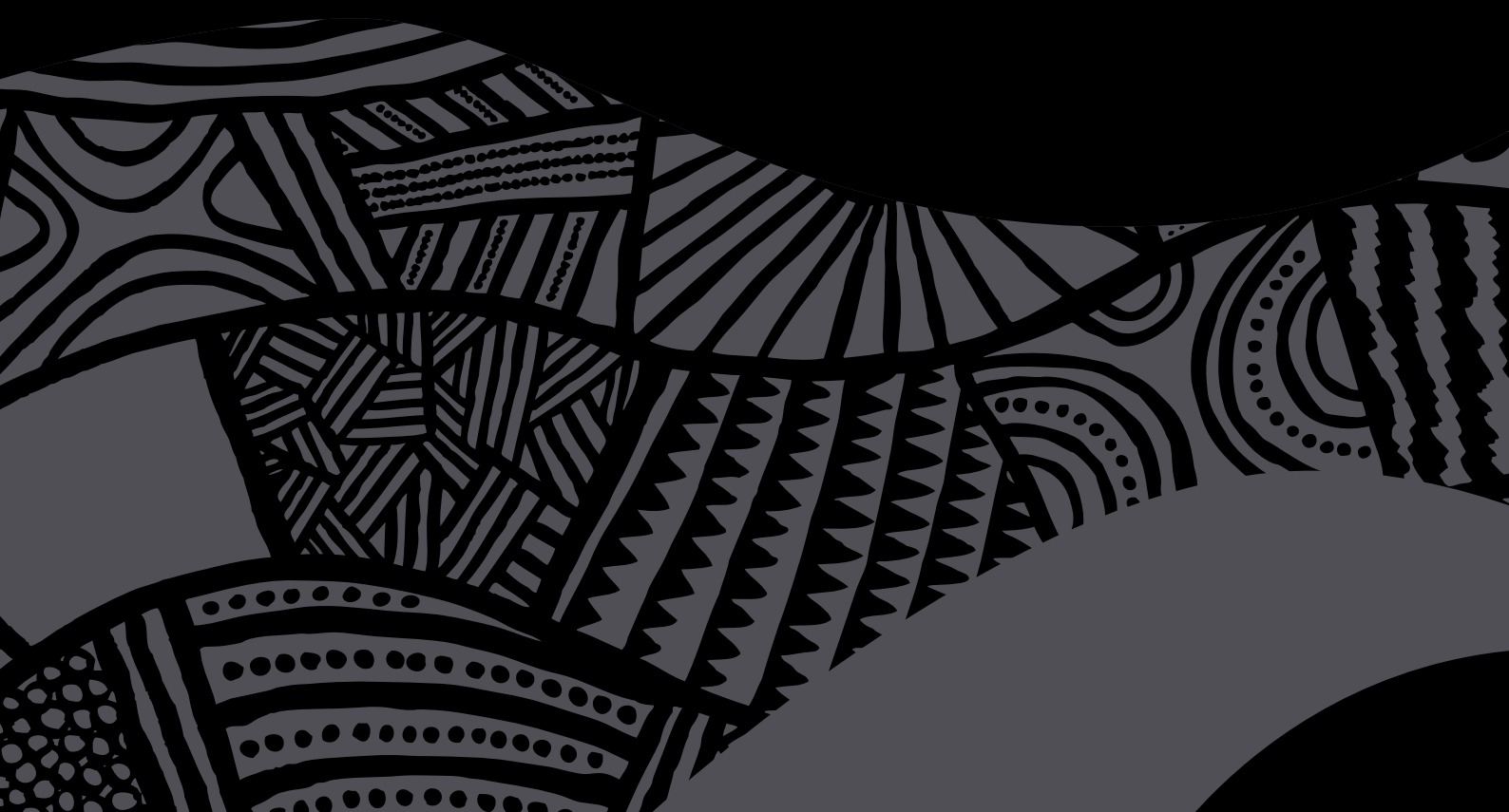
We are a registered public company. The Annual Report 2022-23 provides information about Housing Queensland's financial and nonfinancial performance for 2022-23. This annual report was produced by the Housing Queensland Corporate Services Division in November 2023. The responsibility and accuracy for this annual report rests with Housing Queensland. Housing Queensland is committed to transparency. If you have difficulty understanding the Annual Report 2022-23, you can contact us on (07) 3012 6349 and we will assist you.

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ATSIHQ Details

Chairperson:	Mary Doctor
Deputy Chairperson:	Angelina Akee
Chief Executive Officer:	Neil Willmet
ATSIHQ ABN:	599 512 220
Annual Report Period:	1 July 2022 to 30 June 2023
Website:	housingqueensland.com.au

Housing Queensland acknowledges the financial support of the Queensland Government Department of Housing.





Aboriginal and Torres Strait Islander
Housing Queensland

14 December 2023

Sue Woodward AM
Commissioner
Australian Charities and Not-for-profits Commission
Parliament House
Canberra ACT 2600

Dear Commissioner Woodward

I am pleased to present the Aboriginal and Torres Strait Islander Housing Queensland (Housing Queensland) 2022–23 Annual Report to the Australian Charities and Not-for-profits Commission.

The Housing Queensland Annual Report is an accurate account of the organisation's activities and financial performance in accordance with the requirements under the Charities Act 2013. Included in the 2022–23 Annual Report are Housing Queensland's audited financial statements for the period 1 July 2022 to 30 June 2023.

Yours sincerely

Mary Doctor
Chairperson

Neil Willmet
Chief Executive Officer

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About this Report

Housing Queensland produces this document as a summary of our operational achievements and financial performance during 2022–23. The intent of the Annual Report 2022-23 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 annual report covers Year 3 of our operations.

Our Audience

This Housing Queensland Annual Report 2022-23 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

Strong Foundations, Strong Communities is our theme for the Housing Queensland Annual Report 2022-23. It touches on the essence of how stable, safe and secure housing can determine lifetime education, employment, and health outcomes.

The theme also captures our vision as we work together with members and partners to eliminate the disparities in housing experienced by Aboriginal and Torres Strait Islander people in Queensland so that they can participate in society, form families, and enjoy retirement.

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SECTION 1

**2022-23
Year in Review**

Report from Chairperson

Mary Doctor

Welcome to our 2022–23 Annual Report. It is a great pleasure to present this report to all the people who contribute to Aboriginal and Torres Strait Islander Housing Queensland's (Housing Queensland) ongoing success.

As Chair of the Board, I would first like to acknowledge the Traditional Owners on whose countries we live and operate. I pay my respects to Elders past, present and emerging, and pay tribute to their enduring stewardship of this country.

I would also like to acknowledge Virginia Mayo who was a Director from May 2021 until May 2023, during which time she has given dedicated and committed service to Housing Queensland. Virginia resigned in May 2023 and we wish her well and offer our thanks for her contribution.

As reported last year, our organisation began the delivery of actions in our 2022-25 Strategic Plan. With careful planning, we have been able to adjust our resources to deliver almost all of these actions on-time whilst also maintaining our day-to-day operations.

Our strategic plan is very important and will continue to guide our business direction so that we can achieve our vision of 'eliminating the disparities in housing experienced by Aboriginal and Torres Strait Islander people in Queensland'.

Many innovative events were initiated and introduced this year by Housing Queensland such as Regional ICHO Forums, the First Nations Housing Conference and the Queensland Housing Provider Recognition Awards. These events were all a huge success and will become standard in the future.

As you will note in the financial section of this report, we have operated this past year with a surplus. This was a conscious decision by the Board and Management. We anticipate that operating with modest surpluses will continue in the next couple of years.

The Board is extremely grateful to all staff for the tremendous efforts made to ensure that we were able to continue supporting members and stakeholders when they most needed us. We were particularly pleased by the continuity of employment and the recruitment of new and very capable employees over the last 12 months.

As an organisation, we have learned numerous lessons since our establishment, including having the right employees with depth of knowledge that have the ability to respond quickly to changing circumstances.





We continue to be an organisation that seeks to consciously uphold our values of Integrity, Trust and Partnerships. Many examples of these values in action are presented in this report.

The last two years of our establishment have been a time of great change for Housing Queensland. The Board is grateful to our CEO, Neil Willmetts for his continuing leadership of the organisation as these changes have taken place and continue to evolve. We thank him for taking on that responsibility providing input in to Queensland and national issues while maintaining a heavy workload at Housing Queensland.

It is my pleasure to acknowledge a number of significant anniversaries that our records show fell within the 2022–23 financial year. We acknowledge the work and success of these wonderful organisations and congratulate them on these important operation milestones.

- 45 Years Anniversary – Jumbun Limited, Murray Upper
- 50 Years Anniversary – Torres Strait Co-Operative Society Ltd, Thursday Island
- 50 Years Anniversary – Yumba Meta Limited, Townsville
- 50 Years Anniversary – Black Community Housing Service, Brisbane

We cannot know the opportunities and challenges that await us in the coming year. However, based on last year’s performance, we are well positioned to meet whatever the next year brings Housing Queensland. Such a position requires leadership, careful planning and forecasting, combined with the ability to quickly adapt as circumstances change.

In closing, I want to sincerely thank you for your support over the last year. I look forward to another year of working with our Directors and all the people who make Housing Queensland such a great organisation.

Mary Doctor
Chairperson
Aboriginal and Torres Strait Islander Housing Queensland Board



Report from Chief Executive Officer Neil Willmott

The past 12 months have been immensely challenging for Australia, with housing availability being at an all-time low and this having a devastating impact on individuals, families and communities all over the country.

The Queensland housing crisis has been described as a ‘wake-up call’ due to the overwhelming scope of the crisis, and the increasing severity and frequency of housing supply shortages across Queensland.

This crisis has been building for the last 20 years. It has emphasised the important role and need for Aboriginal and Torres Strait Islander Community housing providers as we work to provide and also identify appropriate housing solutions for our mob.

With the housing crisis happening now, we have entered an era that makes no sense to think of it in a financial or calendar year, or an annual report cycle. We don’t know how long this will last or how large the impact will be, but we will eventually be able to look back and reflect on this time as we’ve done throughout history.

Never has our vision of ‘eliminating the disparities in housing experienced by Aboriginal and Torres Strait Islander people in Queensland’ been more important. Strategic partnerships are a lifeline during challenging times. We know from research that the strength of these partnerships mitigates negative housing outcomes, and helps in part to combat the issues associated with housing and homelessness.

In response to the extraordinary housing crisis circumstances, our organisation has increased our advocacy work to ensure that more funding is available to Aboriginal and Torres Strait Islander community housing providers. This remains a significant undertaking and continues to be a challenging argument to funders.

During this reporting period, we delivered the Year 2 actions that were contained in our 2022-25 Strategic Plan. Our efforts are described in Section 5: Our Strategic Plan Progress. Looking ahead, we need to stay close to the Year 3 actions and address any delayed actions if we are to achieve our vision.

Our strategic plan delivery and increased advocacy work has only been possible thanks to the recruitment of additional staff in Mark Francis (General Manager, Business Development), Bevan Ah Kee (General Manager, Sector Development) and Belinda Davis (Creative Lead) who joined Tania Wilson (Housing Advisor) and Anthony Morgan (General Manager, Corporate Services).

Together, our team has used their combined talents to enhance our performance, create an agile organisation and continually push our ongoing advocacy agenda.

I would like to recognise our staff for their adaptability and resilience during the past 12 months. Collectively, we have been able to maintain service delivery to our members and partners when they've needed us most.

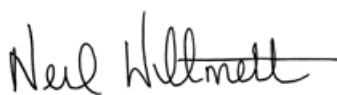
I would also like to thank Greg Kitson, General Manager of Policy and Research who resigned in November 2022. We wish him well and offer our thanks for his contribution to our organisation.

We continue to engage in an incredible amount of work behind the scenes to keep the organisation running and to ensure that an Aboriginal and Torres Strait Islander housing voice is at the table. Our team has also shown great leadership in an environment where Aboriginal and Torres Strait Islander housing continues to receive limited financial support.

Importantly, our Board has overseen our strategy, asked challenging questions, and has given sound advice throughout the last 12 months. I would like to acknowledge our Chairperson, Mary Doctor and Deputy Chairperson Angelina Akee, who have been constantly available to support me through each step we take as an organisation.

I want to acknowledge the Queensland Government who provide funding to our organisation. You have shown great understanding and flexibility as we shape ourselves to both member and community need, rather than the constraints of a contract.

Finally, I would like to thank the members of our organisation and our Board. It is a privilege to serve you, learn from you and to be your collective voice.



Neil Willmett

Chief Executive Officer

Aboriginal and Torres Strait Islander Housing Queensland



Annual Report Highlights

We Ensured that We Have Strong Engagement with Government and Represented You

We have worked hard to build trust with our critical partners. Housing Queensland continues to have a 'seat at the table' with the Queensland Government where we continually lobby for funding and a better operating environment for Queensland ICHO's, better Aboriginal and Torres Strait Islander housing outcomes and to influence anything to do with housing in Queensland.

These high-level meetings in 2022-23 have included discussions that were focused on improved mainstream service provision, relationship building, regulation, advocacy and for funding and stock transfers to Queensland ICHO's.

Queensland Premiers Housing Roundtable (September 2022)

On 16 September 2022, the Queensland Housing Roundtable brought together leaders from diverse sectors and backgrounds to synergise efforts and build housing solutions for all Queenslanders. A focus of the Roundtable has been unpacking the Queensland Housing and Homelessness Action Plans 2021 - 2025. The group meets regularly to monitor progress and identify housing areas that need support.

*Image 1 (L-R) **Mary Doctor** (Chairperson, ATSIHQ), Hon. **Leeanne Enoch** (Queensland Minister for Communities and Housing), and **Angie Akee** (Deputy Chairperson, ATSIHQ).*

Queensland Housing Summit (October 2022)

On 20 October 2022, the Queensland Premier convened the Queensland Housing Summit (the Summit). The Summit followed the Queensland Housing Roundtable on 16 September 2022, hosted by the Queensland Government as a first step toward the Summit and was attended by 40 non-government and government stakeholders.

*Image 2 (L-R) Hon. **Cameron Dick** (Queensland Treasurer), **Mary Doctor** (Chairperson, ATSIHQ), **Angie Akee** (Deputy Chairperson, ATSIHQ), Hon. **Leeanne Enoch** (Queensland Minister for Communities and Housing), and Hon. **Mick de Brenni** (Minister for Public Works and Procurement)*



Image 1



Image 2



Image 3

New Queensland Registrar (February 2023)

ATSIHQ is in regular contact with the office of the Queensland NRSCH Registrar. In February 2023, the ATSIHQ Board met with the new Queensland NRSCH Registrar Karl Frank. Registrars apply the National Law and regulate providers within their jurisdiction. Registrars use a suite of tools, guidelines and legislation to administer the NRSCH.

Image 3 (L-R) Charles Martin (Director, ATSIHQ), Gary White (Director, ATSIHQ), Angie Akee (Deputy Chairperson, ATSIHQ), Mary Doctor (Chairperson ATSIHQ), Karl Frank (new Queensland Registrar, NRSCH), and Neil Willmet (CEO, ATSIHQ).

Queensland Premiers Housing Roundtable (March 2023)

The Queensland Premiers Housing Roundtable held on 28 March 2023 provided an opportunity for stakeholders to discuss progress on housing outcomes and priorities since the October 2022 Queensland Housing Summit. The group meets regularly to monitor progress and identify housing areas that need support.

Image 4 (L-R) Hon. Steven Miles, Queensland Deputy Premier, Robbie Sands, Mayor, Kowanyama Aboriginal Shire Council, Neil Willmet, CEO, ATSIHQ, and Hon. Anastacia Palaszczuk, Queensland Premier.



Image 4

New Queensland Housing Minister Discussions (May 2023)

Image 5 (L-R) Neil Willmet, (CEO, ATSIHQ) and Hon. Meaghan Scanlon (new Queensland Minister for Housing).



Image 5



Image 6

We Successfully Lobbied for a New Housing Action Plan

After learning that the Department of Housing had no plans to develop a second Aboriginal and Torres Strait Islander Housing Action Plan, Housing Queensland ramped up its advocacy about the need for one in 2022.

The purpose of the action plan is to set the next four years of Queensland Government priorities for improving Aboriginal and Torres Strait Islander housing in Queensland. After successful lobbying, a second action plan was agreed to by the Queensland Government in early 2023.

In June 2023, Housing Queensland joined the Minister for Housing, the Hon. Meaghan Scanlon in Cairns to launch the community consultations phase in the development of this action plan.

The new action plan will be called Our Place: A First Nations Housing and Homelessness Action Plan 2024-27. This plan will be designed with the voices of Aboriginal and Torres Strait Islander people. It will build on the work that has been done in the first action plan (Aboriginal and Torres Strait Islander Housing Action Plan 2019-23).

This new action plan may not have been developed without the insistence and the lobbying of Housing Queensland.

Image 6 Cover of Consultation Guide.

Image 7 Cover of current Action Plan.



Image 7

We Delivered Our First Regional Forum

In 2022, the Housing Queensland Board made a decision to test a Regional Forum. The purpose of the Regional Forums is to create spaces for ICHO's, government and community stakeholders to have valuable conversations to identify regional housing priorities and create community-driven housing solutions.

In August 2022, the Housing Queensland Board and management trialled the first Regional Forum in Cairns and met with a number of North Queensland stakeholders. This event was a success and highlighted the need to establish more Regional Forums, share more information, lobby for greater inward investment and to link Queensland ICHO's with each other.

North Queensland Regional Forum (August 2022)

Image 8 (L-R) Alex Woodcock (Kozan Co-operative Society), Abe Muriata (Jumbun Limited), Nicole Huxley (Jumbun Limited), Gina Coleman (Ngoonbi), Kelvin Coleman (Ngoonbi), Angie Akee (ABIS), Charles Martin (Torres Strait Housing Co-operative), Judy Meibusch (Chjowai Housing Co-operative), Barb West (Chjowai Housing Co-operative), Glenis Grogan (Ngoonbi), Mary Doctor (ATSIHQ), Neil Willmetts (ATSIHQ), Sarah Addo (Woompera Muralug Co-operative), Virginia Mayo (ATSIHQ), and Bree West (Chjowai Housing Co-operative).



Image 8

We Continued to Keep Members Informed through Increased Briefings

Housing Queensland has increased the amount of information that is being exchanged with our Members. This is usually done via Member Briefing Notes. We have done this deliberately to keep our Members informed about important matters. This will continue in 2023–24.

Image 9 Cover of Member Briefing Notes

We Continued Our Member Site Visits and Listened

During 2022–23, Housing Queensland conducted a number of site visits with Members (and potential Members) across Queensland to learn first-hand about their success and challenges. These site visits and conversations continue to be valuable and regularly inform our policy and advocacy work.

Cooktown Member Visit (August 2022)

Image 10 Greg Whittaker (CEO, Gungarde Aboriginal Corporation).

North Stradbroke Island Member Visit (October 2022)

Image 11 (L-R) Karen O'Brien (Chair, NSI Housing) and Ben Thompson (CEO, NSI Housing).

We Implemented a New Award Program to Recognise Queensland ICHO's

In November 2022, Housing Queensland delivered the 2022 Queensland Housing Provider Recognition Awards for Queensland ICHO's.

Since the 1970's, Queensland ICHO's have led the work to see more Aboriginal and Torres Strait Islander people housed across our State without any recognition.

Initiated, organised and delivered by Housing Queensland, the awards were generously supported by the Queensland Government. These awards acknowledged and celebrated community housing providers and their commitment and dedication to improving local housing outcomes for Aboriginal and Torres Strait Islander people.

The Queensland Housing Provider Recognition Awards were awarded to Queensland ICHO's for their 20, 30 or 40 years plus of service to the community.

Image 12 2022 Queensland Housing Provider Recognition Awards for Queensland ICHO's



Image 9



Image 10



Image 11



Image 12

We Delivered a Quality National Housing Conference

On Wednesday 16 and Thursday 17 November 2022 more than 150 leaders responded to an invitation from the Housing Queensland to come to Brisbane for the inaugural Housing First Nations Conference (Images 13, 14 & 15).

The purpose of the Housing First Nations Conference 2022 was to discuss the Aboriginal and Torres Strait Islander housing agenda for Queensland, to share information to help shape a long-term strategy for Queensland's future, and to tackle the long-term challenges confronting Aboriginal and Torres Strait Islander housing by thinking in new ways.

The people who attended came from diverse backgrounds - some eminent in a specialised field; others were passionate Queenslanders. Among them were community housing providers, Indigenous councils, peak bodies, health professionals, government employees, community leaders and elected leaders. Common to all of them was a genuine interest in and commitment to improving Aboriginal and Torres Strait Islander housing outcomes in Queensland.

Participants included the Minister of Housing (the Hon. Leeanne Enoch), representatives from Queensland Aboriginal and Torres Strait Islander community housing providers, representatives of five State/Territories (Queensland, New South Wales, Australian Capital Territory, South Australia, and Western Australia), a delegation of representatives from the Torres Strait, and representatives of local, State and Australian government agencies. All came together to talk about six major policy challenges facing them:

1. National and Queensland housing policy and strategy
2. Queensland housing market conditions
3. Queensland housing plans
4. Housing in regional Queensland
5. Housing investment in regional Queensland
6. Housing leadership

Initiated, organised and delivered by Housing Queensland, the successful conference was also generously supported by the Queensland Government. The conference acted as both a professional development opportunity and a policy formation opportunity and demonstrated action through partnerships. The theme of this conference was "*Housing First Nations – Don't call it a dream, call it a plan*".



Image 13



Image 14



Image 15



Image 16

We Wrote a Submission that Details the Way Forward

In June 2023, Housing Queensland submitted a comprehensive submission to the Department of Housing to support the development of the Our Place: A First Nations Housing and Homelessness Action Plan 2024-2027 (*Image 16*).

Housing Queensland outlined key reforms and a structure that must be considered in the new plan to improve Aboriginal and Torres Strait Islander housing outcomes over the next four years and to strengthen the long-term sustainability of the Queensland ICHO Sector.

We remain committed to working in genuine and meaningful partnership with the Department of Housing and our Members to close the gap in achieving equality in housing status and outcomes between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians. Housing Queensland looks forward to further involvement in the development of this important new plan.

We Demanded a New Grants Program and ICHO Beneficiaries

In 2022, Housing Queensland, the Community Housing Industry Australia Queensland (CHIA QLD) and Q Shelter met with Queensland Treasury to lobby for funding to assist Queensland community housing providers. We secured \$5 million over two years to establish a grant program that would develop and deliver a targeted capacity building program.

In 2022-23 the first round of Community Housing Futures (CHF) grants was made available to Queensland community housing providers to assist them grow or increase their capability in the areas of finance, business planning, property development and/or risk management (*Image 17*). A number of Queensland ICHO's applied for these CHF grants and successfully won these grants.

The Queensland ICHO's who were successful would not have had access to these growth and capability funds without the combined lobbying of Queensland housing peak bodies who secured the funding for the grants program.



Image 17



Image 18

We Implemented Year 1 of Our First Strategic Plan

The 2022-25 Strategic Plan covers a three-year period (July 2022 – June 2025) (*Image 18*). This is our “roadmap” to eliminate the disparities in housing experienced by Aboriginal and Torres Strait Islander people in Queensland (*Image 19*).

Our implementation of this roadmap is critical to the achievement of our vision. 2022-23 was Year 1 of the strategic plan implementation and there was a total of 50 actions to complete. The implementation of our important first strategic plan is on track.



Image 19



Image 20

We Targeted the Recruitment of Additional Knowledge Experts

Housing Queensland has always ensured that we have maintained the right organisational structure to deliver our Strategic Plan. The organisational structure also requires the recruitment of the right individuals with the right skills.

In 2022–23 we have continued to build a high performing team by recruiting knowledge experts. In this period, we recruited the following people with track records in achieving outcomes - Mark Francis (General Manager, Business Development), Bevan Ah Kee (General Manager, Sector Development) and Belinda Davis (Creative Lead).

These new employees joined Neil Willmetts (CEO), Tania Wilson (Housing Advisor) and Anthony Morgan (General Manager, Corporate Services). Together, our high performing team continue to listen, advise and influence change.

*Image 20 (L-R) **Belinda Davis** (Creative Lead, ATSIHQ), **Anthony Morgan** (GM, Corporate Services, ATSIHQ), **Tania Wilson** (Housing Advisor, ATSIHQ), **Mark Francis** (GM, Business Development, ATSIHQ), **Neil Willmetts** (CEO, ATSIHQ), and **Bevan Ah Kee** (GM, Sector Development, ATSIHQ).*

We Introduced New Services After Listening to Members

We understand that every business is different and that from time to time some may require sensitive advice. Each Queensland ICHO and Indigenous Council has its own unique set of challenges and goals.

Housing Queensland has the breadth of knowledge and experience to support our Members regardless of their size or the complexity of the situation. After listening to our Members during 2021 and 2022 site visits, in addition to our core service offering, in 2022–23 we have introduced four new advisory services. They include the following to better support our Members:

- Small Business Restructuring
- Financial Stress Management
- Turnaround Management
- Voluntary Administration Support

We Participated in Learning and Information Exchange Across Australia

We continue to actively participate in major events where so we can continue to learn and bring critical information back to Queensland and our Members or where we can actively influence improvements in Aboriginal and Torres Strait Islander housing outcomes across Australia. This information exchange remains an important and necessary part of our organisation.

Local Government Association of Queensland Indigenous Leaders Forum (October 2022 and June 2023)

The Indigenous Leaders' Forum (ILF) brings together Mayors, Councillors and CEOs from Queensland's 17 First Nations councils every six months. Housing Queensland is an invitee to these important forums. The forums are an opportunity to share experience and highlight the key advocacy needs of their communities. A few of the standing issues being discussed include the housing crisis, connectivity and financial sustainability.

Local Government Association of Queensland Indigenous Leaders Forum, Cairns (2022)

Image 21 (L-R) **Neil Willmott** (CEO, ATSIHQ) with Indigenous Mayors and Councillors from Queensland.

South Australian Housing Conference, Adelaide (August 2022)

Image 22 South Australian Housing Conference program

NATSIHA National Indigenous Housing Workshop, Canberra (September 2022)

Image 23 (L-R) Hon. **Julie Collins** (Commonwealth Minister for Housing and Homelessness), **Ivan Simon** (Chairperson, NATSIHA), and **Mary Doctor** (Chairperson, ATSIHQ).

Northern Territory Remote Indigenous Housing Conference, Darwin (April 2023)

Image 24 (L-R) **Angie Akee** (Deputy Chairperson, ATSIHQ), **Mark Francis** (GM, Business Development, ATSIHQ), **Tania Wilson** (Housing Advisor, ATSIHQ), **Neil Willmott** (CEO, ATSIHQ), **Mary Doctor** (Chairperson, ATSIHQ), **Bevan Ah Kee** (GM, Sector Development, ATSIHQ), and **Skye Thompson**, (CEO, Aboriginal Housing Northern Territory).



Image 1

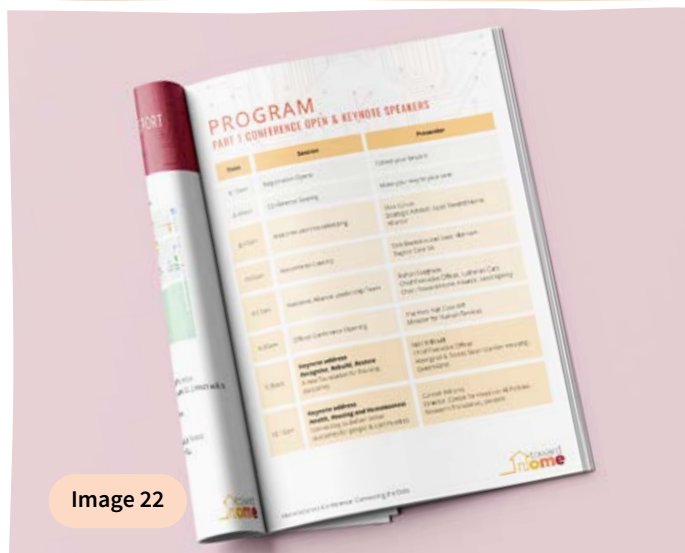


Image 22



Image 23



Image 24

We Published an Annual Diary for Members

In late 2022, we published the 2023 First Nations Housing Diary and sent it to Members and stakeholders (*Image 25*). The diary was designed to be the perfect companion throughout the year and contained checklists, professional readings and key tips to help the user and their organisation (*Images 26 and 27*). An important feature in the diary were health and wellbeing articles that we inserted throughout the year to remind the reader of the simple ways that they can look after themselves in 2023.

We Successfully Grew Our Revenue by 59%

Housing Queensland continues to receive funding from supporters like the Queensland Government and charities to support Queensland ICHO's and to improve housing outcomes for Aboriginal and Torres Strait Islander people.

In the 2022–23 financial year, we increased our annual revenue from \$826,564 in 2021–22 to \$1,312,961 in 2022–23. This increase in funding demonstrates trust in our organisation and allows us to continue our important advocacy work and sector development activities.

We Published a Critical Housing Framework

In 2021, our CEO developed the Queensland Aboriginal and Torres Strait Islander Housing Framework (*Image 28*). The purpose of this internal Framework was to guide our advocacy agenda with external stakeholders.

A decision was made in 2023 to publish this Framework so that all stakeholders, including the Queensland Government had the same understanding of the policy and service system enablers that are necessary to create equality in Aboriginal and Torres Strait Islander housing and achieve the goals of:

- A more responsive, effective and efficient Queensland housing system
- Improved housing outcomes for Aboriginal and Torres Strait Islander peoples in Queensland
- Active participation of Aboriginal and Torres Strait Islander peoples in Australian society

This Framework remains the only of its kind in Australia and is a document of national importance that articulates a clear interconnected policy framework instead of random actions.



Image 25



Image 26

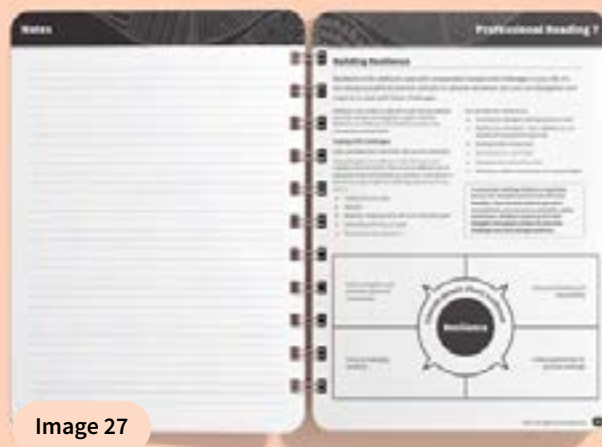


Image 27

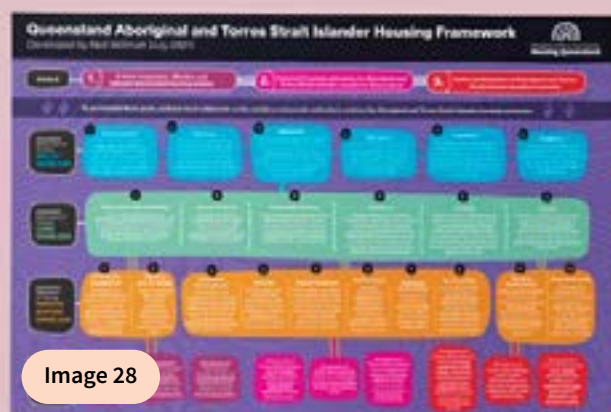


Image 28

We Identified ICHO Priorities and Shared These with Stakeholders

Since our formal establishment in May 2021, we have listened to our Members. This has informed our advocacy work and has enabled Housing Queensland to provide examples that support our advocacy work.

In 2022–23, we published the priorities that were articulated by our Members at our November 2022 First Nations Housing Conference. These are promoted at every opportunity and are grouped into the following priorities:

- A Queensland ICHO Future Fund to ensure ongoing fund is available.
- A Queensland ICHO Core Operations Fund to cover all association operation costs.
- A Queensland ICHO Capital Funding Program to cover all new build and renovation costs.
- A Queensland ICHO Property Transfers to ensure that each ICHO has a minimum of 50 properties.
- A Queensland ICHO Council Rates Payment Scheme to cover the costs of local government rate charges.
- An annual Queensland ICHO Engagement Program to bring together the Queensland Government and ICHO's to share success stories and find answers to challenges.

We Identified General Housing Priorities and Shared These with Stakeholders

In addition to Queensland ICHO Priorities, Housing Queensland has also identified other priorities that will improve Aboriginal and Torres Strait Islander housing outcomes. These are promoted at every opportunity and are grouped into the following priorities:

- A Queensland First Nations Housing Equity Strategy
- A Queensland First Nations Housing Agreement between Housing Queensland and the Queensland Government that recognises our role and purpose.
- A Queensland First Nations Action Plan Independent Implementation Supervisor to oversee the implementation of the Our Place: A First Nations Housing and Homelessness Action Plan 2024-27 actions to ensure they are implemented.
- Queensland First Nations Housing Division in the Department of Housing to ensure Aboriginal and Torres Strait Islander housing is prioritised.
- Queensland First Nations Homelessness Prevention Scheme to ensure that dedicated funding is available for Aboriginal and Torres Strait Islander homelessness.
- Queensland First Nations Tenant Participation Program to ensure that the Department of Housing hears from Aboriginal and Torres Strait Islander tenant and so that there is oversight of tenant complaints.
- Indigenous Council Housing is funded appropriately.
- Queensland First Nations Peak Housing Body Funding is ongoing past 2025.



SECTION 2

About Our Organisation

Snapshot

- Housing Queensland was formed December 2020
- We were formally 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
- 75% of our ELT is Aboriginal and Torres Strait Islander
- We are the state leadership 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.

About Us

Housing Queensland is the state leadership body for Aboriginal and Torres Strait Islander community housing providers and Aboriginal and Torres Strait Islander housing advocacy in Queensland.

Aboriginal and Torres Strait Islander community housing providers, often referred to as ICHO's, are not-for-profit dynamic organisations controlled by local Aboriginal and Torres Strait Islander communities. They specialise in providing housing solutions that is consistent with the community's needs and more.

The ICHO model is proven and value for money. The model was developed over 50 years ago when the very first Aboriginal and Torres Strait Islander community housing providers were established in 1973 in Brisbane, Townsville and on Thursday Island. ICHO's are community organisations with all rental revenue re-invested into these housing organisations.

There is a need to advocate successfully for targeted additional resources that support high-quality ICHO led housing services to address growing need for housing and to contribute to closing the housing gap.

Given the higher levels of comorbidity and socio-economic factors (e.g. overcrowding and poverty) in the Aboriginal and Torres Strait Islander population, we have to do more. The existence of a Queensland network of ICHO's has been critical to the success thus far. If the last 50 years has shown anything in our Sector, it is that ICHO's are flexible and effective front-line community housing providers. Now, more than ever, the Queensland ICHO network needs to be financially supported and developed.

Since our formal establishment in May 2021, Housing Queensland has worked closely with the Sector and has engaged with governments to ensure that Aboriginal and Torres Strait Islander housing is prioritised 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

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 below.

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.

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 Annual General Meeting of the Company and are entitled to speak and vote at Annual 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 Annual General Meeting of the Company but are not entitled to speak or vote at Annual 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
- voting on key company matters
- authorising major transactions including the dissolution of the organisation.

Our Service Offering

To have an impact, Housing Queensland service offering is divided into four important categories:

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

Advocacy

Housing Queensland ensures 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.

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 continuously 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.

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 so that organisations have the information they need to make informed decisions, are strong and sustainable into the future.

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.

Stakeholder Engagement

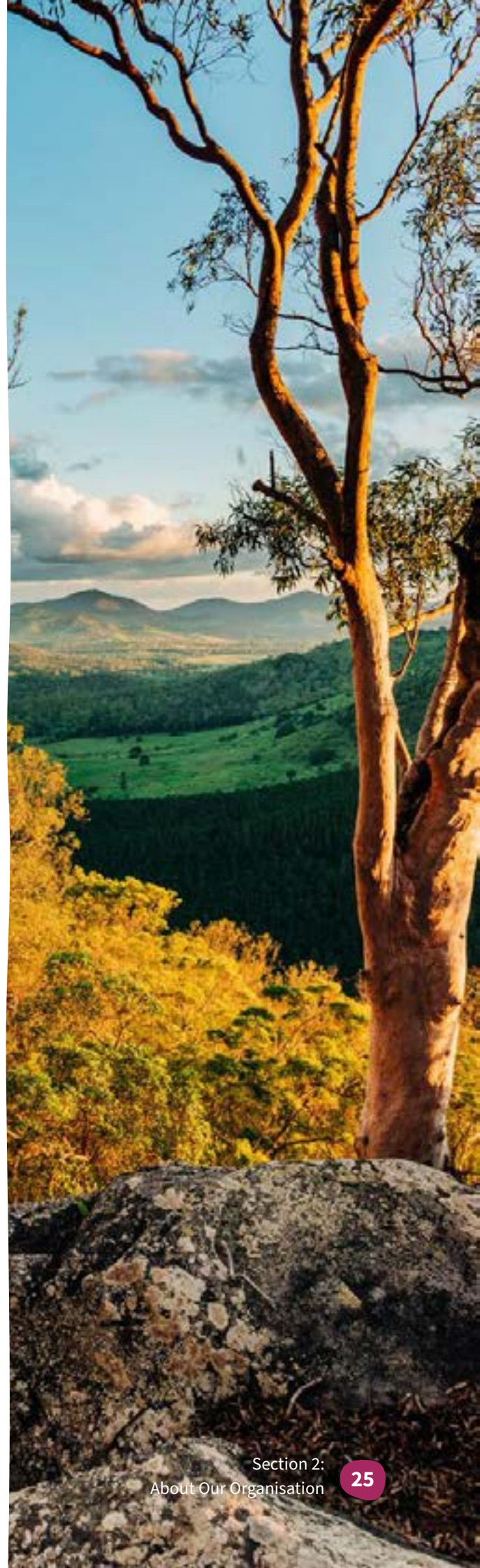
Housing Queensland continues to engage with goodwill with a variety of stakeholders. Our engagement is guided by our Stakeholder Engagement Strategy which is available on housingqueensland.com.au website under the “Publications” page.

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.



Sector Snapshot

The Queensland Aboriginal and Torres Strait Islander Housing Sector was established in the early 1970's in response to Aboriginal and Torres Strait Islander people finding that mainstream services could not provide adequate and culturally appropriate housing.

Today, the Queensland Aboriginal and Torres Strait Islander Housing Sector has an ICHO network of 61 organisations. Each is autonomous and independent of one another and the government. These ICHO's operate in urban, rural and remote settings across Queensland. They range from large multi-functional housing providers to smaller community housing providers.

Members Map



Queensland ICHO List

○ Aboriginal Corporation for Malanbarra Midja Housing and Welfare	● Tully	○ Central Highlands Aboriginal Corporation	● Emerald
○ Ang-Gnarra Aboriginal Corporation of Laura	● Laura	○ Central West Aboriginal Corporation	● Barcaldine
○ Bamanga Bubu Ngadimunku	● Mossman George	○ Gladstone Aboriginal and Islanders Cooperative Society Ltd	● Gladstone
○ Biddy Biddi Cooperative Society Ltd	● Atherton	○ Kanolu Aboriginal Corporation	● Blackwater
○ Cairns and District Regional Housing Corporation Ltd	● Cairns	○ Longreach Aboriginal Corporation for Housing and Business	● Longreach
○ Camu Community Cooperative Society Ltd	● Kennedy	○ Mt Morgan Aboriginal Corporation	● Mt Morgan
● Chjowai Housing Cooperative Society Ltd	● Innisfail	○ Rockhampton District Aboriginal and Islanders Cooperative Society Ltd	● Rockhampton
○ Giangurra Aboriginal Corporation	● Gordonvale	○ Winton District Aboriginal Corporation	● Winton
○ Goobidi Bamanga Cooperative Society Ltd	● Mossman	○ Bundaberg Aboriginal and Torres Strait Islander Housing Advancement Society	● Bundaberg
● Gungarde Community Centre	● Cooktown	○ Eidsvold Aboriginal Housing and Community Development Society Ltd	● Eidsvold
○ Hope Vale Congress Aboriginal Corporation	● Hope Vale	● Jena Boran Aboriginal and Torres Strait Islander Corporation	● Munduberra
● Jumbun Limited	● Murray Upper	○ Bollon Aboriginal Corporation for Housing and Community Development	● Bollon
○ Kozan Cooperative Society Ltd	● Cairns	● Goolburri Regional Housing Company	● Dalby
○ Mer Gedkem Le (Torres Strait Islanders) Corporation	● Mer Island	○ Goondi Aboriginal and Torres Strait Islander Corporation	● Goondiwindi
○ Mura Badulgal (Torres Strait Islanders) Corporation	● Badu Island	○ Miles Aboriginal Corporation for Housing and Community Development	● Miles
● Ngoonbi Community Services Indigenous Corporation	● Kuranda	○ Murrumba Aboriginal Housing Co. Ltd	● Dalby
● Torres Strait Cooperative Society Ltd	● Thursday Island	○ St George Aboriginal Housing Company	● St George
● Woompera Muralug Cooperative Society Ltd	● Cairns	○ Warwick Aboriginal Housing Co. Ltd	● Warwick
● Aboriginal and Torres Strait Islander Corporation for Welfare Services Mt Isa	● Mt Isa	○ Korrawinga Aboriginal Corporation	● Hervey Bay
● Bynoe Community Advancement Coop Society	● Normanton	● Maryborough Aboriginal Corporation for Housing and Cultural Development	● Maryborough
○ Jimberella Cooperative Society Ltd	● Dajarra	○ Mooloolo Aboriginal and Torres Strait Islander Corporation	● Gympie
○ Mitakoodi Aboriginal Corporation	● Cloncurry	○ Beenleigh Housing Development Co Ltd	● Beenleigh
○ Mougibi Housing Cooperative Society Ltd	● Burketown	○ Brisbane Aboriginal and Torres Strait Islander Community Controlled Housing Authority	● Brisbane
○ Yumba Community Cooperative Society Ltd	● Hughenden	● Brisbane Aboriginal and Torres Strait Islander Community Health Service	● Brisbane
● A.B.I.S Community Cooperative Society Ltd	● Townsville	● Kabi Kabi Aboriginal Corporation	● Maroochydore
○ Bur Del Cooperative Advancement Society Ltd	● Ayr	● Kalwun Development Corporation Ltd	● Gold Coast
○ Hinchinbrook Aboriginal and Islander Cooperative Society Ltd	● Ingham	○ Mununjali Housing & Development Company Ltd	● Beaudesert
○ Jupiter Mossman Community Cooperative Society Ltd	● Charters Towers	● North Stradbroke Island Aboriginal and Islanders Housing Cooperative Society Ltd	● Nth Stradbroke Island
● Yumba-Meta Housing Association Limited	● Townsville	● Umpi Korumba Aboriginal and Torres Strait Islander Corporation for Housing	● Brisbane
● Girudala Community Cooperative Society Ltd	● Bowen	○ Winnam Aboriginal and Torres Strait Islander Housing	● Brisbane
○ Mackay Coloured Cooperative Society Ltd	● Mackay		
● Mudth-Niyleta Aboriginal and Torres Strait Islander Corporation	● Sarina		
○ Bedourie Aboriginal Corporation	● Bedourie		

Legend: Remote and discrete communities (**bold**)
 ○ ICHO
 ● ICHO—Housing Queensland Member

● Far North Queensland
 ● North West Queensland
 ● North Queensland

● Whitsunday Coast
 ● Central Queensland
 ● Fraser Coast

● South West Queensland
 ● Sunshine Coast
 ● South East Queensland



Member Feature 1

Torres Strait Co-Operative Society Ltd – 50 Years of Endurance

The Torres Strait Cooperative Society (TSCS) was founded on 27th June 1973 as an alternative source of housing for community members who were not able to be provided for by the Government Housing bodies of the day.

Originally, the TSCS worked in partnership with various housing bodies in the region (M.A.W.) providing the commercial working arm of local housing projects utilising start-up funding provided by the government. The building projects were successful however, over time the partnerships discontinued or ceased. As a result, TSCS became independent and operated more as a housing cooperative managing properties, tenancies and overheads.

TSCS has 44 properties in its current portfolio providing low-cost housing to over 41 families (which can include up to 200 individuals due to regional housing shortages) on both Thursday Island and Horn Island, plus one commercial property.

TSCS employs part-time Property and Maintenance Managers and engage an external bookkeeper for their finances. Ten volunteers constitute their Board of Directors whose responsibilities include oversight of their strategic and governance matters. The organisation operates without any government subsidies or external funding and is solely reliant on rental income to cover the ever-increasing costs of rates, insurances, wages and day to day operations and maintenance.

TSCS prides itself as a cooperative and encourages the tenants and members to participate in maintenance and beautification of their properties. Rental payments are tightly controlled and there are few overdue rental breaches however as some low-income families struggle with low employment opportunities in the Torres Strait, the policy is to work with families at an intervention level rather than an eviction process.

This year, TSCS proudly celebrates its 50th Anniversary and its resilience to ever changing regional economic conditions. But after 50 years of little or no capital works such as new roofs, major plumbing and electrical upgrades, replacement floor coverings and external repainting to name just a few, the properties are now in urgent need of costly repairs and this is where the TSCS has looked to partnership with Housing Queensland to source the advice, expertise and potential funding to undertake these capital works that will ensure the continuation of low cost housing provision for families for another 50 years and beyond.

Housing Queensland would like to congratulate TSCS on their 50 year anniversary and their continued commitment to both Thursday Island and Horn Island.

Member Feature 2

Yumba-Meta Limited – 50 Years of Leadership

Congratulations to Yumba-Meta Limited (YML) on reaching the amazing milestone of 50 years of service in 2023!

Established in 1973 with two staff, the organisation has grown to more than fifty staff providing affordable and culturally appropriate housing, accommodation, and social support services to Aboriginal and Torres Strait Islander people in the Townsville area.

Founded by Uncle Ernie Hoolihan (pictured) and under his watchful guidance, YML's story began with the purchase of 8 homes in 1974. Steady and measured growth over the next twenty-five years saw YML move into senior's accommodation in 1996 with the purchase of five 1-bedroom units, and by 1997 their total stock had increased to 45 properties.

The last twenty-five years has seen YML grow exponentially both in housing and accommodation stock and scope of services. In 2004, YML became Australia's first Indigenous Community Housing organisation to be fully accredited under the National Community Housing Standards and Accreditation Council.

As observers and witnesses to the growing health and social ills impacting their community over the previous decades, Uncle Ernie, his Board and staff saw the need to remove accommodation barriers for Elders as our population aged, and those experiencing homelessness, facing the challenges of employment and training, substance addictions, domestic and family violence, health issues and clients with disabilities.

YML now offers and manages over 200 tenancies catering to varying population needs including:

- Long-term accommodation
- Rough sleepers with support toward attaining independent, sustainable housing
- Employment and education
- Elders and seniors' accommodation (aged 55+)
- Disabilities accommodation
- Diversionary beds
- Two Safe Houses for women and children escaping domestic and family violence
- Patient transition accommodation facility for Aboriginal and Torres Strait Islander people from rural and remote areas

For its efforts, staff and Board have received numerous awards over the previous years.

Housing Queensland would like to congratulate Uncle Ernie and the team at YML on their 50-year anniversary and their continued and unwavering commitment to the community of Townsville.



Member Feature 3

Jumbun Limited – 45 Years of Perseverance

Congratulations to Jumbun Limited on reaching the memorable milestone of 45 years of service in 2023!

Jumbun Ltd isn't your traditional Indigenous Community Housing Organisation (ICHO). In fact, one could argue Jumbun Ltd became an ICHO by accident. To understand this, one needs to understand the history of Jumbun.

In 1976, the Aboriginal Land Fund Commission purchased the 244-hectare freehold property where the community of Jumbun is located on Girramay country, halfway between Cairns and Townsville. Since then, ownership of the land has passed through several government agencies – the current being the Indigenous Land and Sea Corporation.

The community of 140 people consists of 26 residential houses, a Community Hall, medical centre, agricultural paddocks and a recently opened café, Oom-Bul-Mun, which means 'Gathering Place.' A Telstra digital call centre has also recently been established in Jumbun.

In 1978, Jumbun Limited was established to manage assets including residential houses and farmland. Their mission - to take control of the land, create meaningful employment, provide social housing, increase economic development and ultimately build self-sustainability.

From the early 1980's to the 2000's, farming thrived with produce like bananas, pumpkins and watermelons generating significant amounts of income and many locals were employed. However, cyclones and the withdrawal of the Community Development Employment Program (CDEP) saw farming activity decline.

Today, Jumbun Ltd resembles more a small Aboriginal Shire Council than a community service agency. Hence the statement an accidental ICHO. Jumbun is the central hub in the community through which everything runs. Recently, a Telstra digital call centre was established in the community.

To celebrate the organisation's 45th anniversary, a community commemorative ceremony was held as well as a colour fun run community event, Elders dinner and Rainforest Cricket Cup games.

Housing Queensland would like to congratulate Jumbun Limited on their 45-year anniversary and their continued perseverance and dedication to the Jumbun community.



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 2022-25 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.



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 a founding member and the Deputy Chairperson of the National Aboriginal and Torres Strait Islander Housing Association (NATSIHA). NATSIHA is the national leadership body for Aboriginal and Torres Strait Islander Housing in Australia. In addition, Mary is also a member of the Queensland Government Housing Supply Expert Panel; the Queensland Government Ministerial Prevention of Family and Domestic Violence Working Group 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.



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 the Deputy Chairperson of the North Queensland Land Council (NQLC). Over the last 20 years, Angelina has also served as Chair of the Cultural Centre Trust; Aboriginal and Torres Strait Islander Community Legal Services; and the Townsville Aboriginal and Torres Strait Islanders Corporation for Women. She 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 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). This previous experience governing an influential leadership 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 former Chief Executive Officer of the Goolburri Regional Housing Company (Dalby) and was the Chief Executive Officer of this organisation from 2001 to 2023. Gary has connections to the Kullilli and Ghungalu people of Western and Central Queensland.



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). This previous experience governing an influential peak body, as well as her 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 providers 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 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 wellbeing 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. 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 Islander 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. 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 until May 2023)

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). 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. Virginia resigned from Housing Queensland as a Director in May 2023.



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



Kieran Chilcott

Independent Chair, Corporate Governance Committee

Kieran is an experienced 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.

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); and 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 is an experienced senior executive who 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.



Our Company

Housing Queensland was formally 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.

The Chief Executive Officer Role

In December 2020, Neil Willmet 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.



Neil Willmet

Chief Executive Officer
Member, Executive Leadership Team

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 is an experienced senior executive who 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 important national and state business, health, employment and procurement reviews, policy development 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. In 2022, he was appointed to the Queensland Ministerial Housing and Homelessness Council.

Neil has completed the Australian Institute of Company Directors course and has held key Board appointments and is a respected Non-Executive Director and Chairman. 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 is connected to the Waanyi people of the Gulf of Carpentaria and the Kuku Yalanji people of Far North Queensland.

Our Business Divisions

During the establishment of Housing Queensland in 2021, 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.

In 2022, 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.



Bevan Ah Kee

General Manager, Sector Development (from April 2023)

Member, Executive Leadership Team

Bevan is a leader in Aboriginal and Torres Strait Islander affairs. He joined our organisation in April 2023 as the General Manager, Sector Development and is part of the Executive Leadership Team. He reports directly to the CEO.

Bevan has twenty-five years' experience working in the NGO sector and Aboriginal and Torres Strait Islander affairs. His roles have included administration, finance, front-line service delivery, executive and CEO positions. He has the experience and a proven history in working across urban, rural and remote settings. He has a positive reputation enabling him to communicate and negotiate with all stakeholders across Queensland.

Prior to joining Housing Queensland, Bevan worked for the peak health body - Queensland Aboriginal and Islander Health Council (QAIHC) as the QAIHC General Manager, Sector Development.

He is an expert in community engagement, sector development, peak bodies and membership organisations and has significant first-hand experience as a CEO and working with Boards of organisations. He was the CEO of Mamu Health Service in Innisfail (an Aboriginal and Torres Strait Islander Community Controlled health organisation) until returning to QAIHC in 2019.

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 (ICHO's), Indigenous Councils and organisations who provide housing related support services. This business division has a strong advocacy role. Our five policy focus areas (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.



Greg Kitson

General Manager, Policy and Research (Until November 2022)

Member, Executive Leadership Team

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 and reported directly to the CEO.

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.

Greg has played key roles on TAFE Queensland's Reconciliation Action Plan External Advisory, the University of Queensland Planning Education Advisory Board and 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.

Corporate Services Division

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.



Anthony Morgan

General Manager, Corporate Services

Member, Executive Leadership Team

Anthony is the General Manager, Corporate Services and is part of the Executive Leadership Team. He joined Housing Queensland in July 2022 and is responsible for the overall financial management of the Housing Queensland and reports directly to the CEO.

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 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). Anthony has strong family connections to the Bundaberg Region.

Business Development Division

The Business Development division is responsible for the overall business development functions of Aboriginal and Torres Strait Islander Housing Queensland. These functions include: strategic planning; business development and growth activities; tactical marketing activities; relationship management with funding providers; and proposal and tender management. These functions are to be closely managed to ensure the organisation is visible and grows to meet the needs of our members and stakeholders.



Mark Francis

General Manager, Business Development (from January 2023)

Member, Executive Leadership Team

Mark is the General Manager, Business Development and is part of the Executive Leadership Team. He joined Housing Queensland in January 2023 and reports directly to the CEO.

Prior to this General Manager role, Mark was the Executive Director, Queensland Housing Investment Growth Initiative (QHIGI) Implementation in the Queensland Department of Communities, Housing and Digital Economy (DCHDE) where he was responsible for coordinating the delivery of a strong, coordinated program of capital investment to increase housing across Queensland through three funding initiatives (Housing Investment Fund; QuickStarts Queensland and Help to Home).

Mark is also the former Queensland Registrar of the National Regulatory System for Community Housing (NRSCH). In this role, Mark was responsible for administering NRSCH in Queensland. His additional responsibilities included the regulation of residential services, manufactured homes and retirement villages under state schemes.

Mark was part of the former Queensland Department of Housing and Public Works (HPW) Executive Leadership Team (ELT) and played a key role in the development of the Queensland Housing Strategy 2017 – 2027; the Queensland Building Plan (2017); the Queensland Procurement Policy (2017) and the internal blueprint to transform the capability of HPW. He brings significant capabilities to Housing Queensland in leadership, people management, process and systems, housing investment, housing regulation and government relations.

SECTION 3

Governance

Our Governance

The Board consists of the Chairperson and Deputy Chairperson and five additional Directors. The Board 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 is also supported by advisory committees established to manage activities requiring specific capability and expertise. The Board is ultimately responsible for the overall governance of the Housing Queensland. During the financial year, the Board held six meetings. Meeting attendance is noted below.

Name	Meetings eligible to attend	Number attended
Angelina Maree Akee	6	5
Charles Martin	6	4
Desico Mary Doctor	6	6
Gary White	6	6
Glenis Grogan	6	5
Michelle Hooke	6	4
Virginia Mary Mayo	6	4

Risk Management

The Board 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 and the Housing Queensland Executive need to comply with in managing risk. The Finance, Audit and Risk (FAR) Committee is the key advisory committee with oversight of Housing Queensland risk management practices, including the reporting of risks by management to the Board. Housing Queensland governance is supported by our experienced Directors and Chief Executive Officer and supported by a number of key instruments. These key instruments 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 Annual Governance and Management Cycle was approved by the Board in 2021 and updated during this period. It includes a calendar of governance, planning, risk management, and performance, monitoring, analysis and reporting activities for the July 2022 – June 2023 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. AICD Governance Principles

In 2021, the Board endorsed and 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 in Sophie Pettigrew. 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 (Mary Doctor) 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 (Neil Willmet). The Deputy Chairperson (Angelina Akee) 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.

As such, 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 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 (for Employees)

Neil Willmet

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.

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 and regulated by the Australian Charities and Not-for-profits Commission (ACNC)

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 2022–23 Board included:

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

Board Remuneration

The Board receives an annual payment in December for their services in the previous financial year. They are also reimbursed for costs they incur to attend Housing Queensland meetings, or in the course of performing the duties associated with their roles.

Our External Leadership

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

- Sophie Pettigrew, Company Secretary;
- Kieran Chilcott, Independent Chair, Nominations and Remuneration Committee; and
- Andrew Niven, Independent Chair, Finance, Audit and Risk (FAR) Committee.

Our Executives

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

Our 2022–23 Housing Queensland Executives included:

- Neil Willmetts, Chief Executive Officer
- Anthony Morgan, General Manager, Corporate Services
- Greg Kitson, General Manager, Policy and Research (until November 2022)
- Mark Francis, General Manager, Business Development (from January 2023)
- Bevan Ah Kee, General Manager, Sector Development (from April 2023)

SECTION 4

Our History

The Journey

Before Housing Queensland was formally established in May 2021, there were a number of key events that impacted on journey. The following timeline summaries these.

History timeline

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.

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 (ICHO) was organised by the Queensland Aboriginal and Torres Strait Islander Human Services (QATSIHS) Coalition who were part of QCOSS (Queensland Council of Social Service). The workshop was sponsored by QShelter and the South East Queensland Regional Indigenous Housing Organisations (SEQ RIHO).

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

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

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)”.

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.

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.

Housing Working Group Formed (cont.)

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 contact 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 Willmetts and John Huggins were recruited to establish Aboriginal and Torres Strait Islander Housing Queensland.

• **New Peak Body Named**

The Housing Working Group determined that the name of the new peak body would be – Aboriginal and Torres Strait Islander Housing Queensland (ATSIHQ). This name follows the naming of the peak body for Aboriginal and Torres Strait Islander community housing providers in the Northern Territory which is called Aboriginal Housing Northern Territory.

• **New Peak Body Registered**

On 16 May 2021, ATSIHQ was formally registered with ASIC. Our founding members at the time of our company registration were:

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

Every year, ATSIHQ celebrates ‘Founders Day’ to recognise these organisations and their historic contribution in formally establishing ATSIHQ.

• **New Peak Body Launch**

On 26 May 2021, ATSIHQ was officially launched by Hon Leeanne Enoch (Minister for Communities and Housing, Minister for Digital Economy and Minister for the Arts), Mary Doctor (ATSIHQ Chairperson) and Angelina Akee (ATSIHQ Deputy Chairperson) at a daytime function on the Parliamentary Green at the Queensland Parliament House, Brisbane. This historic event was attended by approximately 100 people including Aboriginal and Torres Strait Islander people and organisations, Ministers and executives from government and the non-government sector.

• **Advocacy Priorities Identified**

Between May and November 2021, the ATSIHQ Board identified five priority focus areas:

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

These five priorities remain our focus in Queensland.

Sector Overview

The Queensland Aboriginal and Torres Strait Islander Housing Sector was established in the early 1970's in response to Aboriginal and Torres Strait Islander people finding that mainstream services could not provide adequate and culturally appropriate housing.

The very first Aboriginal and Torres Strait Islander community housing providers, often referred to as ICHO's, were established in 1973 in Brisbane, Townsville and on Thursday Island.

ICHO's are not-for-profit dynamic organisations controlled by local Aboriginal and Torres Strait Islander communities. They specialise in providing housing solutions that is consistent with the community's needs and more. All rental revenue is re-invested into these housing organisations.

Many of the Housing Queensland members have celebrated over 30 years of experience in the delivery of culturally appropriate housing in Queensland. This is a significant achievement.

Today, the Queensland Aboriginal and Torres Strait Islander Housing Sector has an ICHO network of 61 organisations. Each is autonomous and independent of one another and the government. These ICHO's operate in urban, rural and remote settings across Queensland. They range from large multi-functional housing providers to smaller community housing providers.

Key Challenges & Priorities

Housing Queensland works closely with Aboriginal and Torres Strait Islander community housing providers in Queensland to identify challenges and our priorities. The priorities are focused on overcoming challenges, a stronger future for our organisations and better housing for the communities we serve.

The Sector priorities include:

- Fairer Funding System for Queensland ICHO's
- Dedicated New Queensland ICHO Funding Programme
- Urgent Dwelling Transfers to Queensland ICHO's
- Focused National & State ICHO Plans
- Funding of Queensland ICHO Strengthening Activities
- Queensland ICHO Housing Provider Housing Survey
- Addressing Queensland ICHO Repair Backlog
- Less Red Tape for Queensland ICHO's
- Recognition of Queensland ICHO's
- Capital Funding for Queensland ICHO's for Health & Safety Upgrades

Priority	Challenge
<p>PRIORITY 1 The creation of a fairer funding system that can be accessed by all Aboriginal and Torres Strait Islander community housing providers.</p>	<p>Aboriginal and Torres Strait Islander community housing providers in Queensland cannot fairly access the Queensland Housing Investment Growth Initiative (QHIGI) funding because it is only available to NRSCH registered community housing providers.</p>
<p>PRIORITY 2 Establishment of a dedicated new Aboriginal and Torres Strait Islander community housing provider funding programme</p>	<p>Aboriginal and Torres Strait Islander community housing providers in Queensland require a dedicated funding programme to continue their important housing work with the most vulnerable Queenslanders.</p> <p>Most of the Aboriginal and Torres Strait Islander community housing providers in Queensland were funded by the Australian Government through the Community Housing and Infrastructure Programme (CHIP funding). These tied and untied grants were used to:</p> <ul style="list-style-type: none"> • construct new houses; • purchase new houses and demolish and replace houses; • undertake major house renovations; • 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. <p>This Australian Government funding program was abolished in 2008 and has never been replaced. As a result, Aboriginal and Torres Strait Islander community housing providers in Queensland have survived on:</p> <ul style="list-style-type: none"> • rental income (which was already below market rent) • selling properties to pay expenses, and • a small volunteer workforce. <p>This approach is no longer sustainable.</p>
<p>PRIORITY 3 The urgent transfer of Government housing stock to Aboriginal and Torres Strait Islander community housing providers</p>	<p>Less than 30 properties is insufficient to generate enough income from rent to construct or purchase new properties on a regular basis. This insufficient income also impacts on the ability to provide regular scheduled maintenance and employ people to deliver quality tenancy management.</p> <p>Aboriginal and Torres Strait Islander community housing providers in Queensland need at least 30 properties each to ensure their long-term viability and sustainability. One solution is the transfer of Queensland Government housing stock to Aboriginal and Torres Strait Islander community housing providers in Queensland</p>

Priority	Challenge
<p>PRIORITY 4 The development of Queensland & National Aboriginal and Torres Strait Islander community housing plans</p>	<p>There is no dedicated, public plan for Aboriginal and Torres Strait Islander community housing providers in Queensland. They are urgently required at both the Queensland and National levels to outline the direction to take to achieve successful long-term strategic goals and aspirations of the Sector.</p> <p>The work of Aboriginal and Torres Strait Islander community housing providers in Queensland needs to be supported through dedicated Queensland and National plans that are focused on the Aboriginal and Torres Strait Islander community housing providers vital role, capacity, development and sustainability.</p>
<p>PRIORITY 5 The funding of Aboriginal and Torres Strait Islander community housing provider strengthening activities</p>	<p>Aboriginal and Torres Strait Islander community housing providers in Queensland have identified a large range of Sector strengthening activities (28 in total) to build capacity and improve operations across Queensland. These urgently require resourcing and will dramatically improve productivity, viability and sustainability.</p>
<p>PRIORITY 6 The development of an annual housing survey for Aboriginal and Torres Strait Islander community housing providers to collect better evidence</p>	<p>Aboriginal and Torres Strait Islander community housing providers in Queensland have no annual housing survey to collect data about people's housing circumstances and the condition, safety and energy efficiency of the Sectors housing.</p> <p>A housing audit of Aboriginal and Torres Strait Islander community housing provider properties in Queensland would provide valuable information include housing need and overall condition report to better understand housing priorities and areas for improvement.</p>
<p>PRIORITY 7 The funding of Aboriginal and Torres Strait Islander community housing provider repairs backlog</p>	<p>The fastest and most practical way to increase the available housing stock and reduce Aboriginal and Torres Strait Islander overcrowding is to repair and maintain Aboriginal and Torres Strait Islander community housing provider properties in Queensland.</p> <p>Aboriginal and Torres Strait Islander community housing providers in Queensland have identified four main categories of housing repair and maintenance needs must be urgently addressed:</p> <ol style="list-style-type: none"> 1. the backlog of repairs and maintenance 2. major renovation of existing housing to better meet the needs of larger Aboriginal and Torres Strait Islander families 3. demolition and/or replacement of housing no longer safe to live in 4. infrastructure.

Priority	Challenge
<p>PRIORITY 8 The removal of government red tape for Aboriginal and Torres Strait Islander community housing providers</p>	<p>Poorly designed Queensland Government regulation needs to be addressed to stop its impact on the productivity of Aboriginal and Torres Strait Islander community housing providers in Queensland.</p> <p>Poorly designed regulation places unnecessary costs on their human resources which has a negative impact on the organisations productivity.</p>
<p>PRIORITY 9 The recognition of the importance of Aboriginal and Torres Strait Islander community housing providers in the housing system</p>	<p>Aboriginal and Torres Strait Islander community housing providers in Queensland have been a vital part of the Queensland housing system since the 1970's and their important role needs to be clearly understood and recognised.</p> <p>Brand awareness is important because it fosters trust. In a world where funding agencies rely on extensive research and others' opinions before making an informed decision, brand trust now appears to be everything. Once a government agency bonds with a community housing organisation, they're more likely to make repeat working with that community housing organisation with little to no forethought.</p>
<p>PRIORITY 10 The fund of Aboriginal and Torres Strait Islander community housing providers health & safety upgrades</p>	<p>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.</p> <p>Aboriginal and Torres Strait Islander community housing providers across Queensland urgently need a capital fund to purchase, repair and upgrade damaged properties across Queensland.</p>



SECTION 5

Strategic Plan Process

Strategic Plan Progress

In 2022-23, Housing Queensland had total of 52 actions in the 2022-25 Strategic Plan to commence or complete between 1 July 2022 and 30 June 2023. The following is a summary of our progress against these activities.

Strategic Goal 1 – Respected Leadership Body

Aboriginal and Torres Strait Islander Housing Queensland (ATSIHQ) will be a respected leadership body that represents Aboriginal and Torres Strait Islander housing in Queensland and responds to the needs of the Queensland ICHO Sector.

Actions	Comment	Status at 30 June 2023
1.1.1 ATSIHQ will model professional behaviour and leadership that the Queensland ICHO Sector, partners and stakeholders expect from a peak body.	Ongoing action 1	Action completed
1.1.2 ATSIHQ will become the preferred provider of advice and information for ICHOs and Governments on Aboriginal and Torres Strait Islander housing in Queensland.	Ongoing action 2	Action completed
1.2.1 ATSIHQ will engage with the Queensland ICHO Sector and partners to raise the awareness of Aboriginal and Torres Strait Islander housing issues through information sharing, news, statistics and facts.	Ongoing action 3	Action completed
1.3.1 ATSIHQ will advocate for the introduction of a Queensland First Nations Housing Equity Framework to achieve housing equity for Aboriginal and Torres Strait Islander people and to put them at the centre of housing service design and delivery in Queensland.	Ongoing action 4	Action completed
1.3.2 ATSIHQ will advocate for the reforms of attitudes, capability, funding and regulation that impede the sustainability and success of the Queensland ICHO Sector.	Ongoing action 5	Action completed
1.3.3 ATSIHQ will develop a Queensland ICHO Sector Growth Plan with the Queensland ICHO Sector to increase the number of properties in the Sector.	2022-23 action 1	Action commenced

Strategic Goal 2 – Strong Advocacy

Aboriginal and Torres Strait Islander Housing Queensland (ATSIHQ) will influence Queensland and national Aboriginal and Torres Strait Islander housing outcomes by connecting the voice of those who experience and understand disadvantage with those who can make a difference.

Actions	Comment	Status at 30 June 2023
<p>2.1.1 ATSIHQ will advocate for significant investment in the Queensland ICHO Sector affordable and social housing portfolio, as well as an increase in housing options for youth, domestic and family violence victims, large families, Elders, students and people with a disability.</p>	Ongoing action 6	Action completed
<p>2.1.2 ATSIHQ will advocate for Aboriginal and Torres Strait Islander home ownership, and for Aboriginal and Torres Strait Islander quotas in Queensland and Australian Government home ownership initiatives.</p>	Ongoing action 7	Action completed
<p>2.1.3 ATSIHQ will produce a social media campaign to reduce the stigma associated with social housing and for greater Aboriginal and Torres Strait Islander involvement in housing allocation, planning and design.</p>	Ongoing action 8	Action commenced
<p>2.2.1 ATSIHQ will invest in our policy capabilities to improve our advocacy through employee secondment and development opportunities.</p>	Ongoing action 9	Action completed
<p>2.2.2 ATSIHQ will develop ATSIHQ Position Papers that advocate recommendations to support the Queensland ICHO Sector and better outcomes in Aboriginal and Torres Strait Islander housing.</p>	Ongoing action	Action completed
<p>2.2.3 ATSIHQ will advocate for the development and implementation of a new Australian Government National Aboriginal and Torres Strait Islander Housing Strategy to improve housing outcomes.</p>	Ongoing action	Action completed
<p>2.2.4 ATSIHQ will ensure that there are ATSIHQ responses to Queensland and nationally important situations, such as disasters, reviews and Royal Commissions.</p>	Ongoing action	Action completed
<p>2.2.5 ATSIHQ will develop ATSIHQ Pre-Budget Submissions for the Queensland and Australian Government that will advocate solutions to improve Aboriginal and Torres Strait Islander housing outcomes.</p>	Ongoing action	Action completed
<p>2.2.6 ATSIHQ will collaborate with the Queensland ICHO Sector to identify and promote Queensland and National Aboriginal and Torres Strait Islander housing priorities.</p>	Ongoing action	Action completed

Strategic Goal 3 – Member Engagement

Aboriginal and Torres Strait Islander Housing Queensland (ATSIHQ) will support members through a positive and supportive environment where they are welcomed, valued and can contribute to better Aboriginal and Torres Strait Islander housing outcomes in Queensland.

Actions	Comment	Status at 30 June 2023
3.1.1 ATSIHQ will undertake site visits with ATSIHQ members to better understand each individual Queensland ICHO and their local operating environment.	Ongoing action	Action completed
3.1.2 ATSIHQ will deliver Regional Events across Queensland to engage with Queensland ICHO's, Indigenous Councils and stakeholders to share and capture information.	Ongoing action	Action completed
3.1.3 ATSIHQ will support Queensland ICHO's and Indigenous Councils who want to participate in the National Regulatory System for Community Housing (NRSCH) and who want to secure investment from the Queensland Housing Investment Growth Initiative.	Ongoing action	Action completed
3.2.1 ATSIHQ will employ skilled advisors in our organisation to provide ongoing technical and professional advisory support to our members.	Ongoing action	Action completed
3.2.2 ATSIHQ will be available for our members to discuss confidential business; finance; governance; and housing issues.	Ongoing action	Action completed
3.2.3 ATSIHQ will undertake annual Queensland ICHO Sector Data Collection with members to gain a comprehensive understanding of the Sector so that we can tailor our advocacy and support.	Ongoing action	Action commenced
3.2.4 ATSIHQ will undertake an annual Queensland ICHO Sector Needs Assessment with members to identify Sector-wide needs.	Ongoing action	Action commenced
3.3.1 ATSIHQ will market each event and record the number of members who attend our training and events each year to ensure that more than 50% of our members participate.	Ongoing action	Action not completed
3.4.1 ATSIHQ will provide a Queensland ICHO Members Area in our Brisbane office for members to use while they are in the Brisbane region.	Ongoing action	Action completed
3.5.1 ATSIHQ will actively seek new members through ongoing engagement with Queensland ICHO's and Indigenous Councils.	Ongoing action	Action completed

Strategic Goal 4 – Sector Development

Aboriginal and Torres Strait Islander Housing Queensland (ATSIHQ) will provide education, training and ongoing support and innovative solutions to reform and continually develop the ICHO Sector in Queensland.

Actions	Comment	Status at 30 June 2023
<p>4.1.1 ATSIHQ will develop a Sector Code of Practice with Queensland ICHO's that promotes professional standards, protects our Sector and prepares the Sector to be responsive to financial, regulatory, community and political influences and developments.</p>	2022-23 action 2	Action commenced
<p>4.1.2 ATSIHQ will partner with select educational institutions to develop a Queensland ICHO Sector Education Program to deliver scheduled education that uplifts the Sectors management, governance, human resources and financial literacy capabilities.</p>	2022-23 action 3	Action commenced
<p>4.1.3 ATSIHQ will seek investment to fund a Queensland ICHO Sector Executive Development Program which will deliver ongoing, targeted and accredited training to Sector Boards and Sector CEO's.</p>	2022-23 action 4	Action commenced
<p>4.1.4 ATSIHQ will lead the Queensland ICHO Sector Business Review in partnership with Queensland ICHO's and partners to identify a 2023'blueprint for Sector development reform' that details opportunities to improve and strengthen the Sector.</p>	2022-23 action 5	Action commenced
<p>4.1.5 ATSIHQ will seek investment to introduce a Queensland ICHO Sector Continuous Quality Improvement Program, to support members and the Queensland ICHO Sector sustainability.</p>	2022-23 action 6	Action commenced
<p>4.1.6 ATSIHQ will develop a Queensland ICHO Sector Workforce Strategy with the Queensland ICHO Sector that will promote careers in housing, education and training and current workforce practices.</p>	2022-23 action 7	Action commenced
<p>4.2.1 ATSIHQ will support the ongoing development of the Sector through the development of free Queensland ICHO Sector Development Resources that will include model policies and procedures, factsheets, guides and advice.</p>	Ongoing action	Action completed
<p>4.2.2 ATSIHQ will develop a Queensland ICHO Supplier Panel that will identify the best suited business partners that can help the Queensland ICHO Sector be sustainable, grow and compete in the current economy.</p>	2022-23 action 8	Action commenced
<p>4.3.1 ATSIHQ will survey the Queensland ICHO Sector to monitor their uptake of the free ATSIHQ Queensland ICHO Sector Development Resources on our Website.</p>	Ongoing action	Action completed

Strategic Goal 5 – Strategic Partnerships

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

Actions	Comment	Status at 30 June 2023
5.1.1 ATSIHQ will formalise ATSIHQ Strategic Partnerships with key organisations so to collaborate to improve Aboriginal and Torres Strait Islander housing outcomes.	Ongoing action	Action commenced
5.2.1 ATSIHQ will seek out and participate in State and National committees that either impact or benefit the Queensland ICHO Sector.	Ongoing action	Action completed
5.3.1 ATSIHQ will develop a relationship as a trusted partner and advisor to the Australian and Queensland Governments and leadership institutions such as universities, statutory bodies and peak bodies.	Ongoing action	Action completed

Strategic Goal 6 – Research with Impact

Aboriginal and Torres Strait Islander Housing Queensland (ATSIHQ) will develop our research capabilities by working with the Queensland and Australian research community to further enhance our knowledge and obtain evidence to assist our decision making and deliver improved Aboriginal and Torres Strait Islander housing outcomes.

Actions	Comment	Status at 30 June 2023
6.1.1 ATSIHQ will establish formal partnerships with Queensland and Australian universities and peak bodies to collaborate on housing research and to publish Aboriginal and Torres Strait Islander housing research.	Ongoing action	Action commenced
6.2.1 ATSIHQ will establish formal partnerships with Queensland and Australian universities and peak bodies to collaborate on housing research and to publish Aboriginal and Torres Strait Islander housing research.	Ongoing action	Action commenced
6.2.2 ATSIHQ will identify and publish Queensland ICHO Success Factors factsheets to ensure ongoing and future sustainability of Queensland ICHO's.	Ongoing action	Action completed
6.2.5 ATSIHQ will explore the feasibility of hosting a Queensland Aboriginal and Torres Strait Islander Housing Research Conference .	2022-23 action 9	Action commenced
6.4.1 ATSIHQ will investigate national and international affordable and social housing sectors to identify possible housing solutions for Aboriginal and Torres Strait Islander people.	Ongoing action	Action completed

Strategic Goal 7 – Sustainability

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

Actions	Comment	Status at 30 June 2023
<p>7.3.1 ATSIHQ will undertake an Annual Performance Review of the ATSIHQ Board and CEO to ensure that they meeting their responsibilities.</p>	Ongoing action	Action commenced
<p>7.4.1 ATSIHQ will increase their annual revenue by 10% per annum.</p>	Ongoing action	Action completed
<p>7.4.2 ATSIHQ will create an internal ATSIHQ Financial Sustainability Model that considers governance, income and expenditure, business premises ownership, growth in equity, services to members, long-term organisation sustainability, and economic climate.</p>	2022-23 action	Action commenced
<p>7.5.1 ATSIHQ will seek funding from the Indigenous Land and Sea Corporation to purchase business premises so that ATSIHQ can expand our organisation, employ more Aboriginal and Torres Strait Islander people, increase our productivity and continue to offer benefits to Aboriginal and Torres Strait Islander organisations.</p>	2022-23 action	Action commenced

Strategic Goal 8 – National Collaboration

Aboriginal and Torres Strait Islander Housing Queensland (ATSIHQ) will develop and utilise the capabilities within National, State and Territory Aboriginal and Torres Strait Islander housing peak bodies to improve our efficiency and effectiveness and to foster initiatives that enhance positive housing outcomes across the country.

Actions	Comment	Status at 30 June 2023
<p>8.1.1 ATSIHQ will work with stakeholders to ensure greater sustainability, compliance, risk management and effectiveness of ATSIHQ and National, State and Territory Aboriginal and Torres Strait Islander housing peak bodies.</p>	Ongoing action	Action completed
<p>8.1.2 ATSIHQ will meet regularly with National, State and Territory Aboriginal and Torres Strait Islander housing peak bodies to pursue mutual interests.</p>	Ongoing action	Action completed
<p>8.2.1 ATSIHQ will support the National, State and Territory Aboriginal and Torres Strait Islander housing leadership bodies to ensure that their Aboriginal and Torres Strait Islander housing agenda is implemented.</p>	Ongoing action	Action completed
<p>8.3.1 ATSIHQ will support the implementation of the Queensland Government housing initiatives – including the Housing and Homelessness Action Plan 2021 – 2025; Aboriginal and Torres Strait Islander Housing Plan 2019 – 2023; and the Queensland Housing Investment Growth Initiative so that there are increased Aboriginal and Torres Strait Islander housing outcomes in Queensland.</p>	Ongoing action	Action completed
<p>8.3.2 ATSIHQ will support the Queensland Government with their reconciliation, housing, funding, employment and tenancy management activities and advice to benefit Aboriginal and Torres Strait Islander relationships, their agencies and the local community.</p>	Ongoing action	Action completed
<p>8.3.3 ATSIHQ will support the Queensland Human Rights Commission and other Queensland Commissions to ensure that any Aboriginal and Torres Strait Islander Social Justice Agendas are implemented.</p>	Ongoing action	Action commenced

SECTION 6

Our People

Housing Queensland has a workplace culture that makes employees feel valued and appreciated.



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.

We continue to use 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 manage 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.

Our Most Important Assets

Australia is facing a skills shortage in the labour market. 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 2022-23.

Employees

During this reporting period:

- Housing Queensland saw an increase in the number of employees
- Housing Queensland employed seven people across the company. They included:
 1. Neil Willmet, Chief Executive Officer
 2. Tania Wilson, Housing Advisor, Sector Development
 3. Anthony Morgan, General Manager, Corporate Services
 4. Greg Kitson, General Manager, Policy and Research (until November 2022)
 5. Mark Francis, General Manager, Business Development (from January 2023)
 6. Bevan Ah Kee, General Manager, Sector Development (from April 2023)
 7. Belinda Davis, Creative Team Lead, Corporate Services (from May 2023)

Employee Gender

During this reporting period:

- at 30 June 2023, a majority of the Housing Queensland employees were male (66.67%).
- this percentage of male employees (66.67%) is lower than at 30 June 2022 which was at 80%.
- this decrease was due to active efforts during the year to recruit more female employees to vacant positions.

Employee Age Distribution

Housing Queensland employed a mature workforce. At 30 June 2023:

- the youngest employee in Housing Queensland was 42.7 years.
- the eldest employee in Housing Queensland was 65.4 years.
- the average age of an employee in Housing Queensland was 50.8 years.

Employee Retention

During this reporting period:

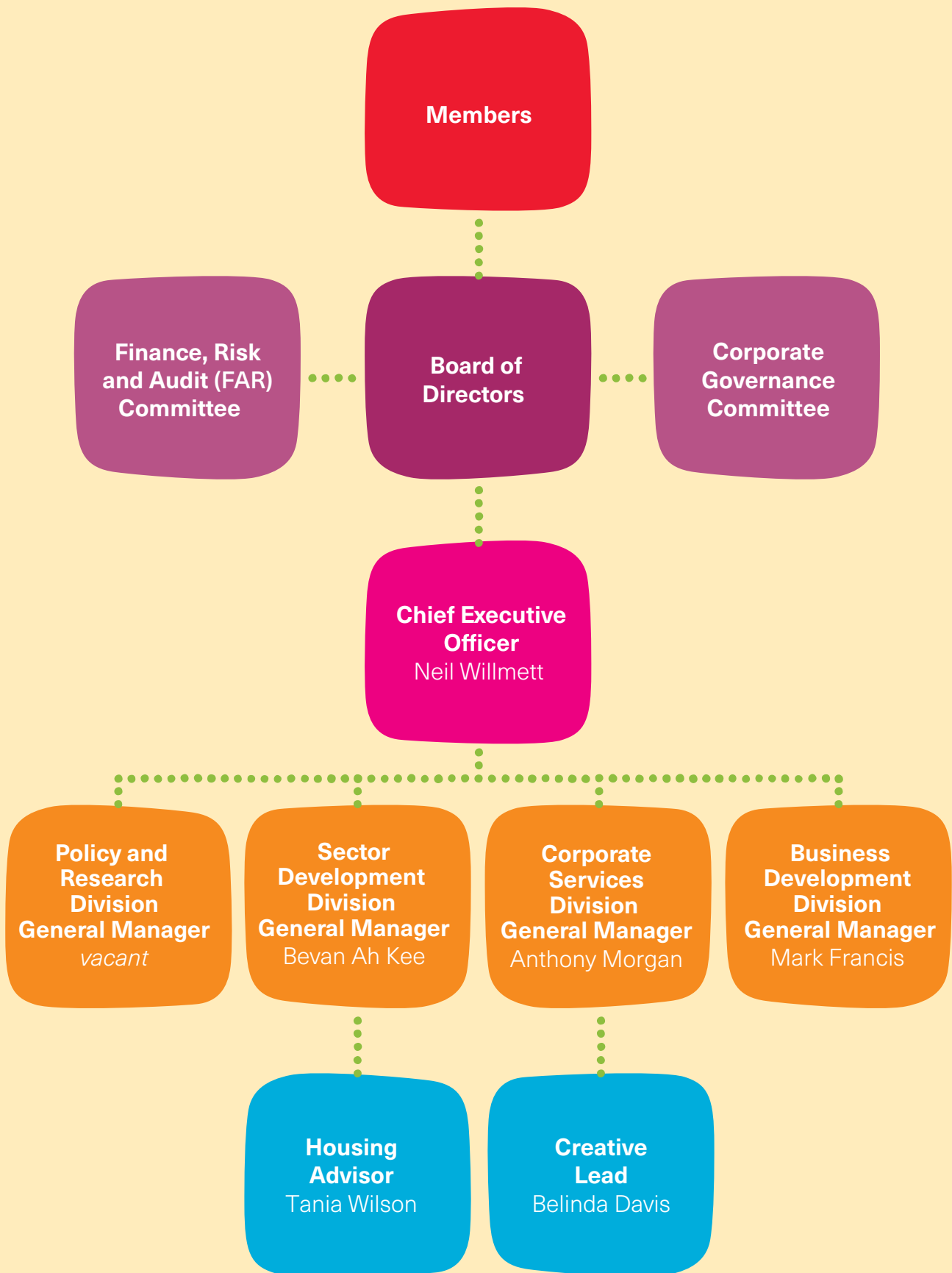
- Housing Queensland had one resignation in November 2022, as a result, our retention of employees remained high.
- our high retention rate suggests great staff engagement, offering purposeful work and strong team relationships.

Employee Benefits

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

1. Flexible work conditions. This includes an adaptive hybrid model that consisted of a flexible work schedule, remote days and working outside core hours.
2. An annual pay increase. This pay increase was 2% on 1 September 2022.
3. Access to training and development opportunities.
4. An opportunity to develop technical skills.
5. Challenging and exciting work.
6. Mental / Physical health days.
7. Over 20 days annual leave.
8. Development of soft skills.
9. Ongoing CEO support.

Our Organisational Chart
30 June 2023



SECTION 7

Financials

Directors Report

Your directors present their report on the company for the financial year ended 30 June 2023.

Directors

The name of the directors in office at any time during or since the end of the financial year are:

- Mary Doctor, Brisbane (Chairperson)
- Angelina Akee, Townsville (Deputy Chairperson)
- Gary White, Dalby (Director)
- Michelle Hooke, Bowen (Director)
- Glenis Grogan, Kuranda (Director)
- Virginia Mayo, Mt Isa (Director) – resigned May 2023
- Charles Martin, Thursday Island (Director)

Directors have been in office since the start of the financial year to the date of this report, unless otherwise stated.

Review of Operations

A review of the operations of the company during the financial year, and the results of those operations, found that during the year, the company continued to engage in its principal activity, the results of which are disclosed in the attached financial statements.

State of Affairs

Housing Queensland continues to receive funding from the Queensland Government to support Aboriginal and Torres Strait Islander community housing providers in Queensland and to improve housing outcomes for Aboriginal and Torres Strait Islander people. In the 2022–23 financial year, Housing Queensland has continued to be successful in securing funding to continue our work with the Sector.

Principal Activity

The principal activity of the company during the financial year was to act as the principal Queensland organisation representing Aboriginal and Torres Strait Islander community housing providers. This comprises the running of the organisation and providing a range of support services. No significant change in the nature of these activities occurred during the year.

Objectives

The establishment or conduct of all or any of the following objectives in our Constitution (2021) are within the context of the Aboriginal and Torres Strait Islander understanding as it relates to housing:

- to alleviate poverty within the Aboriginal and Torres Strait Islander community;
- the advancement of Aboriginal and Torres Strait Islander people;
- to provide constructive educational programs for members of the Aboriginal and Torres Strait Islander community; and;
- to deliver holistic and culturally appropriate services to the Aboriginal and Torres Strait Islander community.

Strategy for Achieving the Objectives

Housing Queensland provides leadership and direction in policy development and aims to shape the Queensland and national reform of Aboriginal and Torres Strait Islander housing. This is so that our people can access the highest quality; culturally safe community-controlled housing in a way that builds our own responsibility.

Housing Queensland supports and builds the capacity of Aboriginal and Torres Strait Islander community housing providers and promotes and supports high performance and best practice models of culturally appropriate and comprehensive housing services.

Housing Queensland develops more efficient and effective services for its members and promotes research that will build evidence informed best practice in Aboriginal and Torres Strait Islander housing policy and service delivery.

Statement of Profit and (Loss) and Other Comprehensive Income

For the year ended 30 June 2023

	2023 (\$)	2022 (\$)
Revenue		
Revenue from Ordinary Activities	1,312,961	276,019
Expenses		
Employee benefits	(839,652)	(200,665)
Depreciation	(8,793)	(2,931)
Insurance	(6,711)	(2,177)
Motor vehicle & travel expenses	(97,032)	(14,372)
Property expenses	(1,183)	(1,505)
Audit, legal and consultancy fees	(39,176)	(17,535)
Other operating expenses	(320,463)	(36,917)
Deficit for the year	(50)	(83)
Other comprehensive income	-	-
Total comprehensive income / (Loss) for the year attributable to the members of Aboriginal and Torres Strait Islander Housing Queensland Limited.	(50)	(83)

Statement of financial position

As at 30 June 2023

	2023 (\$)	2022 (\$)
Assets		
Current Assets		
Cash and Cash Equivalents	906,291	789,876
Trade and Other Receivables	85,208	4,337
Total current assets	991,499	794,213
Non-Current Assets		
Right of Use Assets	5,862	14,655
Total non-current assets	5,862	14,655
Total Assets	997,361	808,868
Liabilities		
Current Liabilities		
Trade and Other Payables	67,705	196,488
Employee Provisions	96,204	47,180
Contract Liability	827,590	550,545
Lease Liability	5,995	8,743
Total current liabilities	997,494	802,965
Non-Current liabilities		
Lease Liability	-	5,995
Total non-current liabilities	-	5,995
Total Liabilities	997,494	802,965
Net Assets	(133)	(83)
Member Funds		
Retained Surplus	(133)	(83)
Total Member Funds	(133)	(83)

Cash Flow Statement

For the year ended 30 June 2023

	2023 (\$)	2022 (\$)
Cash flows from operating activities		
Receipts from government grants	1,638,831	826,564
Receipts from fundraising and donations	70,000	-
Receipts from November 2022 conference and other income	33,175	-
Payments		
Payments to suppliers and employees	1,616,495	33,656
Net cash provided by (used in) operating activities	125,511	792,908
Cash flows from financing activities		
Repayments of leases	(9,095)	(3,032)
Net cash provided by (used in) financing activities	(9,095)	(3,032)
Net increase (decrease) in cash and cash equivalents	116,415	789,876
Cash and cash equivalents at the beginning of financial year	789,876	-
Cash and cash equivalents at the end of financial year	906,291	789,876



Directors Declaration

The Directors of the Company declare that:

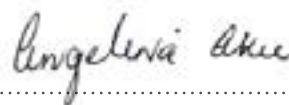
1. The financial statements and notes, are in accordance with the Australian Charities and Not-for-profits Commission Act 2012 and:
 - a. Comply with Australian Accounting Standards – Simplified Disclosures;
 - b. Give a true and fair view of the financial position as at 30 June 2022 and of the performance of the Company for the year ended on that date.
2. In the Directors' opinion there are reasonable grounds to believe that the company will be able to pay its debts as and when they become due and payable. This declaration is made in accordance with a resolution of the Board of Directors.



.....
Mary Doctor
Chairperson

13 December 2023

.....
Date



.....
Angelina Akee
Deputy Chairperson

13 December 2023

.....
Date

Auditor's Independent Declaration



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Independent Audit Report to the members of Aboriginal and Torres Strait Islander Housing Queensland Limited

Report on the Audit of the Financial Report

Opinion

We have audited the financial report of Aboriginal and Torres Strait Islander Housing Queensland Limited (the Company), which comprises the statement of financial position as at 30 June 2023, the statement of profit or loss and other comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and the directors' declaration.

In our opinion, except for the effects of matter described in the Basis for Qualified Opinion section of our report, the accompanying financial report of the Company is in accordance with Division 60 of the Australian Charities and Not-for-Profits Commissions Act 2012, including:

- (i) giving a true and fair view of the Company's financial position as at 30 June 2023 and of its financial performance for the year then ended; and
- (ii) complying with Australian Accounting Standards - Simplified Disclosure Requirements and Division 60 of the Australian Charities and Not-for-profits Commission Regulation 2022.

Basis for Qualified Opinion

We were appointed auditors of the Company for the year ended 30 June 2023 and the prior year financial report for the year ended 30 June 2022 was unaudited. Since opening balances affect the determination of the results of operations, we were unable to determine whether adjustments to the results of the operations and opening retained earnings might be necessary for the year ended 30 June 2022. Our audit opinion on the financial report for the year ended 30 June 2022 was modified accordingly. Our opinion on the current year's financial report is also modified because of the possible effect of this matter on the comparability of the current year's figures and the corresponding figures.

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the Company in accordance with the auditor independence requirements of the Australian Charities and Not-for-profits Commission Act 2012 (ACNC Act) and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified opinion.

Basis of Accounting

We draw attention to Note 1 to the financial report, which describes the basis of accounting. The financial report has been prepared for the purpose of fulfilling the Company's financial reporting responsibilities under the ACNC Act. As a result, the financial report may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

Responsibilities of the Directors

The Directors of the Company are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the ACNC Act and for such internal control as the Directors determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of

Mazars Assurance Pty Ltd
ABN: 13 132 902 188 | Authorised Audit Company: 338599
Liability limited by a scheme approved under Professional Standards Legislation

accounting unless the Directors either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

The Directors are responsible for overseeing the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial report.

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors.
- Conclude on the appropriateness of the Company's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Mazars Assurance Pty Ltd
Authorised Audit Company: 338599

Michael Georghiou
Director
Brisbane, 15 December 2023

Housing Queensland external committee representation

During the past financial year, Housing Queensland representatives have participated in a wide range of meetings of Committees, Steering Groups, Working Groups, Forums and Reference Groups including:

National Level

1. CTG National Housing Sector Strengthening Plan Working Group
2. National Aboriginal and Torres Strait Islander Housing Association

Queensland Level

1. Housing After Queensland Prison meetings
2. QCOS Community Services Sector Peaks Meeting
3. Queensland Aboriginal and Torres Strait Islander Housing Strategic Governance Committee
4. Queensland Aboriginal and Torres Strait Islander Housing Strategic Quarterly Governance meetings
5. Queensland Clinical Senate
6. Queensland Community Housing Futures Program Industry Reference Group
7. Queensland Community Housing Futures (CHF) Program Governance Committee
8. Queensland Community Housing Steering Committee
9. Queensland CTG Justice Policy Partnership Executive Governance Group
10. Queensland Family and Child Commission (QFCC) Community Partnerships Group (CPG)
11. Queensland Government Housing and Homelessness Peak and Industry Sector Group (PISG)
12. Queensland Government Social Services (SS) Category Industry Reference Group (IRG)
13. Queensland Government Youth Justice Strategy Reference Group
14. Queensland Housing and Homelessness Peaks Network
15. Queensland Ministerial Housing and Homelessness Council
16. Queensland Premier Housing Roundtable meetings

Conference and Event Participation

2022

- National Aboriginal and Torres Strait Islander Housing Association Launch, Canberra, August 2022
- Toward Home Alliance Conference, Adelaide, August 2022
- QCOS Conference, Brisbane, September 2022
- Australian Zero Homelessness Summit, Brisbane, October 2022
- Queensland Housing Summit, Brisbane, October 2022
- Housing First Nations Conference, Brisbane, November 2022
- Queensland Housing Provider Recognition Awards, Brisbane, November 2022

2023

- Queensland Premiers Housing Round Table, Brisbane, March 2023
- 2023 Remote Housing and Homelands Conference, Darwin, April 2023
- WA Shelter ICHO Strengthening Project launch, Perth, May 2023
- AIATSIS Summit (Native Title Conference), Perth, June 2023
- Vinnies CEO Sleepout, Brisbane, June 2023

Housing Queensland Members

Far North Queensland region

Chjowai Housing Cooperative Society Ltd, Innisfail

Gungarde Community Centre, Cooktown

Jumbun Limited, Murray Upper

Ngoonbi Community Services Indigenous Corporation, Kuranda

Torres Strait Cooperative Society Ltd, Thursday Island

Woompera Muralug Cooperative Society Ltd, Cairns

North West Queensland region

Aboriginal and Torres Strait Islander Corporation for Welfare Services, Mt Isa

Bynoe Community Advancement Coop Society, Normanton

North Queensland region

A.B.I.S Community Cooperative Society Ltd, Townsville

Yumba-Meta Housing Association Limited, Townsville

Whitsunday Coast region

Girudala Community Cooperative Society Ltd, Bowen

Mudth-Niyleta Aboriginal and Torres Strait Islander Corporation, Sarina

Fraser Coast region

Jena Boran Aboriginal and Torres Strait Islander Corporation, Mundubbera

South West Queensland region

Goolburri Regional Housing Company, Dalby

Sunshine Coast region

Maryborough Aboriginal Corporation for Housing and Cultural Development, Maryborough

Kabi Kabi Aboriginal Corporation, Maroochydore

South East Queensland region

Brisbane Aboriginal and Torres Strait Islander Community Health Service, Brisbane

Kalwun Development Corporation Ltd, Gold Coast

North Stradbroke Island Aboriginal and Islanders Housing Cooperative Society Ltd, North Stradbroke Island

Umpi Korumba Aboriginal and Torres Strait Islander Corporation for Housing, Brisbane

Glossary of Terms

Aboriginal and Torres Strait Islander Community Housing Provider or Indigenous Community Housing Organisation (ICHO)

Aboriginal and Torres Strait Islander community housing providers, often referred to as ICHO's, are not-for-profit dynamic organisations controlled by local Aboriginal and Torres Strait Islander communities. They specialise in providing housing solutions that is consistent with the community's needs and more. Each is autonomous and independent of one another and the government. ICHO's operate in urban, rural and remote settings across Queensland. They range from large multi-functional housing providers to smaller community housing providers.

Aboriginal and Torres Strait Islander Housing

Aboriginal and Torres Strait Islander Housing refers to living spaces, the construction and assigned usage of houses or buildings individually or collectively, for the purpose of shelter for Aboriginal and Torres Strait Islander people. Housing is a basic human need, and it plays a critical role in shaping the quality of life of Aboriginal and Torres Strait Islander individuals, families, and communities.

Aboriginal and Torres Strait Islander Housing Framework

Developed in 2021 by Neil Willmet, the Aboriginal and Torres Strait Islander Housing Framework describes in detail the policy enablers, core enablers and service system enablers that are necessary to achieve better Aboriginal and Torres Strait Islander housing outcomes.

Aboriginal and Torres Strait Islander Housing Queensland (ATSIHQ) or Housing Queensland

Aboriginal and Torres Strait Islander Housing Queensland (ATSIHQ) / Housing Queensland is the state leadership body for Aboriginal and Torres Strait Islander Community Housing Providers and Aboriginal and Torres Strait Islander housing advocacy in Queensland.

Accreditation

Recognition that an organisation meets the requirements of a defined set of criteria or standards. Accreditation standards used in primary health care include those of the Royal Australian College of General Practitioners, Quality Improvement Council and International Organization for Standardization.

Closing the Gap (CTG)

Refers to the new National Agreement on Closing the Gap which was negotiated between the Coalition of Aboriginal and Torres Strait Islander Peaks and Australian Governments and signed in July 2020. The National Agreement is built around what is important to Aboriginal and Torres Strait Islander people to improve their lives. It includes four Priority Reforms for action, new accountability measures for governments and shared monitoring and implementation arrangements to collaborate with Aboriginal and Torres Strait Islander people in every aspect.

Coalition of Peaks

Refers to the Coalition of Aboriginal and Torres Strait Islander Community Controlled Peak Organisations. The Coalition of Peaks is a representative body consisting of Aboriginal and Torres Strait Islander national and state and territory community-controlled peak organisations that work to improve life outcomes for Aboriginal and Torres Strait Islander people.

Community control

Refers to the community control initiated autonomously by Aboriginal and Torres Strait Islander communities. It involves governance by bodies elected by the local community to deliver holistic and culturally appropriate housing and housing-related services to the community.

Cultural respect

The recognition, protection, and continued advancement of the inherent rights, cultures and traditions of Aboriginal and Torres Strait Islander people. Cultural respect is achieved when the housing system is accessible, responsive, and safe for Aboriginal and Torres Strait Islander people, and cultural values, strengths and differences are respected.

Cultural safety

Involves ensuring that Aboriginal and Torres Strait Islander people are respected for their identity, rights, cultures and traditions, and that this is observed in service delivery, eliminating the power imbalance that often exists between the majority non-Indigenous position and Aboriginal and Torres Strait Islander people's needs. Cultural safety in housing means recognising and nurturing the unique identities of Aboriginal and Torres Strait Islander people, deviating from mainstream norms if necessary. Only the Aboriginal and/or Torres Strait Islander person receiving the service or interaction can determine whether it is culturally safe.

National Aboriginal and Torres Strait Islander Housing Association (NATSIHA)

The national leadership body for the ICHO Sector. Its membership consists of ICHO's and Aboriginal and Torres Strait Islander housing leadership organisations who provide a range of culturally safe housing options to Aboriginal and Torres Strait Islander people in urban, regional and remote areas throughout Australia. In representing its membership, the role of NATSIHA is to provide advice and guidance to the Australian Government on policy and budget matters and advocate for community-developed solutions that contribute to the quality of life and improved housing outcomes for Aboriginal and Torres Strait Islander people.

Social and economic determinants

Refers to the disadvantages or other factors affecting Aboriginal and Torres Strait Islander people that may impact on their health and wellbeing, resulting in significant health inequities in relation to other Australians. These determinants include the social and economic conditions, and in some cases, the locations, in which Aboriginal and Torres Strait Islander people live. Factors influencing the health status of Aboriginal and Torres Strait Islander people include: connection to family, community, country and culture; educational attainment; employment and income; housing; racism; interaction with government systems; criminal justice systems; and health behaviours.

Abbreviations and Acronyms

ACNC	Australian Charities and Not-for-profits Commission
AGM	Annual General Meeting
ATSIHQ	Aboriginal and Torres Strait Islander Housing Queensland
ATSIHU	Aboriginal and Torres Strait Islander Housing Unit (in DOH)
CEO	Chief Executive Office
CHF	Community Housing Futures
CHIA	Community Housing Industry Association
CHP	Community Housing Provider
CTG	Closing the Gap
DOH	Queensland Government Department of Housing
HPW	(former) Queensland Department of Housing and Public Works
IBA	Indigenous Business Australia
ICHO	Indigenous Community Housing Association
KPI	Key Performance Indicator
NATSIHA	National Aboriginal and Torres Strait Islander Housing Association
NRSCH	Community Housing Industry Association
NIAA	National Indigenous Australian Agency
REIQ	Real Estate Institute of Queensland
QCOSS	Queensland Council of Social Service
QHIGI	Queensland Housing Investment Growth Initiative
QLD	Queensland

Housing Queensland Details

Aboriginal and Torres Strait Islander Housing Queensland

Corporate Directory
Australian Business Number
ABN 599 512 220

Directors 2022-23

Mary Doctor (Chairperson)
Angelina Akee (Deputy Chairperson)
Gary White
Michelle Hooke

Glenis Grogan
Charles Martin
Virginia Mayo (until May 2023)

Chief Executive Officer

Neil Willmet

Company Secretary

Sophie Pettigrew

Principle place of business

Ground Floor, 41 George Street
Brisbane CBD, QLD 4001

P.O Box 773
Brisbane 4000

Contact details

(07) 3012 6349
admin@housingqueensland.com.au
housingqueensland.com.au

Bankers

Commonwealth Bank

Auditors

Mazars

Our 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

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 2022-23.

Aboriginal and Torres Strait Islander Organisations and 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)

Queensland Aboriginal and Torres Strait Islander Child Protection Peak (QATSI CPP)

Aboriginal Housing Victoria (AHV)

Chaboo Designs

We Are 27

Government

National Indigenous Australians Agency (NIAA)

Department of Social Security (DSS)

Queensland Department of Communities, Housing and Digital Economy (DCHDE)

Queensland Department of Housing (DOH)

Queensland Department of Youth Justice

DCHDE/DOH 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

Queensland Indigenous Shire Councils

Mainstream Peak Body and Non-Government

Q Shelter

CHIA Queensland

QCOSS

Queensland Youth Housing Coalition

Council to Homeless Persons Queensland

Queenslanders with Disabilities Network

Tenants Queensland

REIQ

Vinnies

Toward Home Alliance (SA)

Australian Alliance to End Homelessness

Supply Nation

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

Commonwealth Bank

Mazars

Alto Legal and Advisory Group



Aboriginal and Torres Strait Islander
Housing Queensland

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