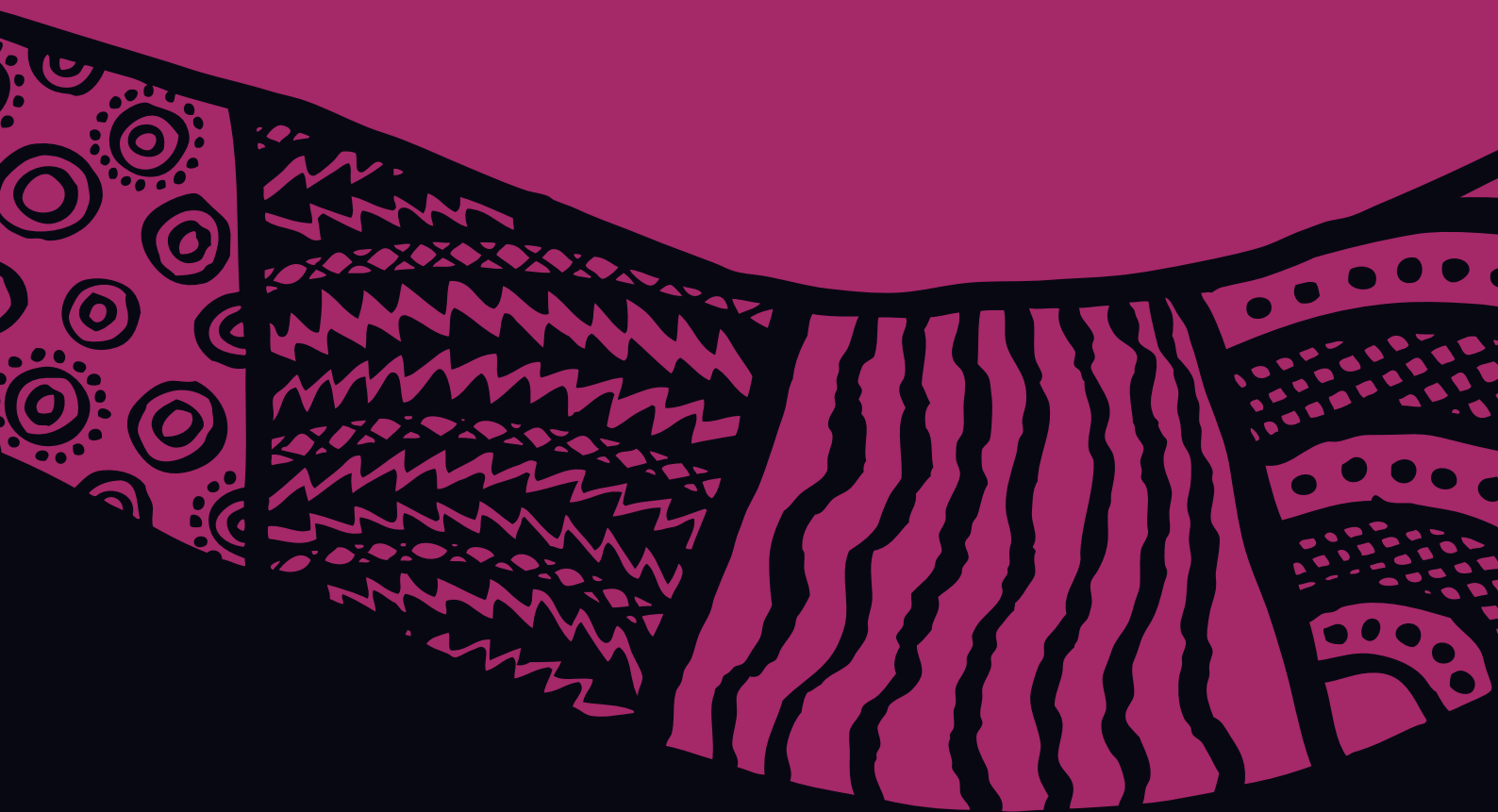


Stakeholder Engagement Strategy



Aboriginal and Torres Strait Islander
Housing Queensland



Acknowledgement

We acknowledge the Traditional Owners for their continuing connection to land, sea and Community and pay our respect to the Elders past, present and emerging.

Disclaimer

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Contents

1. Introduction	4
Who we are	4
About us	5
Our history	5
2. Our stakeholders	7
Aboriginal and Torres Strait Islander Housing Queensland Stakeholders	7
Coverage areas	7
3. Engagement principles	9
Our Commitment	9
4. Ways of engaging	11
Methodology	11
Aboriginal and Torres Strait Islander Housing Queensland Engagement Spectrum	11
5. Our approach	13
Figure 1 – Aboriginal and Torres Strait Islander Housing Queensland Engagement Approach	13
Strong Relationships	13
Formal Structures and processes	14
Innovative or specific-purpose engagement	14
Open channels	15
6. Success measures	16
7. Contact information	17



Aboriginal and Torres Strait Islander
Housing Queensland

Aboriginal and Torres Strait Islander Housing Queensland is a not-for-profit organisation that is the professional peak representative body for Aboriginal and Torres Strait Islander community housing providers in Queensland.

This document was developed by Aboriginal and Torres Strait Islander Housing Queensland to outline our stakeholder engagement approach.

This document is primarily aimed at the following stakeholders:

- The organisations that we serve – our Members
- The Federal and State Government and non-government partners who provide funding and much needed in-kind support to our organisation
- Service providers
- The employees of our organisation who provide professional advice and guidance to our Members.

The *Aboriginal and Torres Strait Islander Housing Queensland Stakeholder Engagement Strategy* was approved by the Board in April 2021.

Who we are

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

We are an Aboriginal and Torres Strait Islander organisation with an Aboriginal and Torres Strait Islander Board of Directors.

Established in 2021 by community housing leaders and incorporated in May 2021, our main purpose is to improve Aboriginal and Torres Strait Islander housing outcomes.

We are focused on the following:

1. Existing Housing Priorities

Addressing existing Queensland Aboriginal and Torres Strait Islander Housing priorities.

2. Sector Development

Supporting the ongoing development of the Queensland Aboriginal and Torres Strait Islander Community Housing Sector.

3. Partnerships

Building partnerships that will help Aboriginal and Torres Strait Islander Housing Queensland achieve our vision.

4. Sustainability

Developing strategies to support ongoing sustainability of the Queensland Aboriginal and Torres Strait Islander Community Housing Sector and our organisation.

5. Research

Undertaking research to obtain quality Queensland Aboriginal and Torres Strait Islander housing data and evidence to achieve better outcomes.

We have an outcomes-focused approach to our work, making sure our decisions are based on evidence and created transparently.

About us

We represent the Queensland Aboriginal and Torres Strait Islander Community Housing Sector's interests to government through advocacy and advice on the sustainability and future of the Sector. We are committed to Sector excellence and develop various resources that can be used to build a stronger Sector.

Our history

In March 2019, the second Queensland Government Department of Housing and Public Works Queensland Indigenous Community Housing Organisation (ICHO) Forum was held in Brisbane. At this forum, the Queensland Government presented their vision for Aboriginal and Torres Strait Islander housing and reconfirmed their support for a peak Queensland Aboriginal and Torres Strait Islander Housing Body. They later confirmed this commitment in their Aboriginal and Torres Strait Islander Housing Action Plan 2019-23 under Action Item 13 which stated that they will support the:

“Establishment of 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.”

At this Queensland ICHO Forum, a Housing Working Group (HWG) was selected by ICHO delegates to work with a Queensland contractor to “oversee the establishment and registration of a peak Queensland Aboriginal and Torres Strait Islander Housing Body”.

In 2020, the Queensland Department of Housing and Public Works provided funding to a Queensland contractor to establish this new peak body. As a result of this investment, Aboriginal and Torres Strait Islander Housing Queensland was established in January 2021 and formally incorporated in May 2021.

Today, we represent the Queensland Aboriginal and Torres Strait Islander Community Housing Sector's interest so that the sector can achieve greater Aboriginal and Torres Strait Islander housing outcomes in Queensland.



2. Our stakeholders

Aboriginal and Torres Strait Islander Housing Queensland stakeholders include those who play a vital role in service delivery (Aboriginal and Torres Strait Islander community housing providers) and our partners who support our vision, work and the development of the Queensland Aboriginal and Torres Strait Islander Community Housing Sector.

Aboriginal and Torres Strait Islander community housing providers

Aboriginal and Torres Strait Islander Housing Queensland knows that we have to engage on a regular basis with Aboriginal and Torres Strait Islander community housing providers delivering housing services. From our engagement, we can then make representations on their behalf to government which may inform the decision-making process and help improve service delivery.



Strategic and service partners

We also know that we need to work with a selection of strategic and service partners, who are committed to improving Aboriginal and Torres Strait Islander housing in Queensland by nurturing, growing or supporting the Queensland Aboriginal and Torres Strait Islander Community Housing Sector.

As a result, we have broken our two key stakeholders into five categories.

Aboriginal and Torres Strait Islander Housing Queensland Stakeholders

1. **Aboriginal and Torres Strait Islander community housing providers**, including ICHO's and Indigenous Councils (and their respective elected Boards and officials)
2. **Governments and other regulatory agencies** in Queensland and across Australia (and their leadership)
3. **Service providers** who provide financial support and solutions, professional advice, corporate services, insurance, building and property maintenance services to our organisation, ICHO's and Indigenous Councils
4. **Peak advocacy groups** like property, real estate, construction, community housing, disability, aged, tenants and other professional groups who provide commentary on housing
5. **Researchers** who can undertake independent research and analyse evidence

Coverage areas

Aboriginal and Torres Strait Islander Housing Queensland stakeholder reach covers areas like:

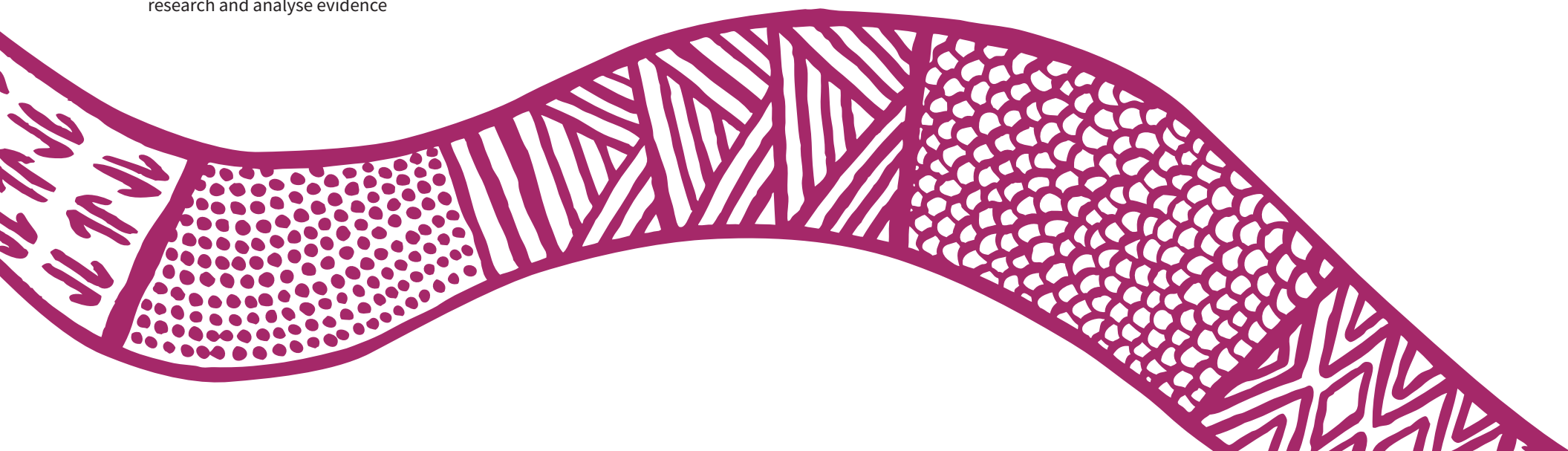
- Aboriginal and Torres Strait Islander advocacy / agreements / Councils / crisis accommodation / community development / home ownership / housing and homelessness / housing education / housing design and standards / housing providers / housing reforms / infrastructure / land tenure / organisation regulation / policy / research / social determinants of health / transitional housing / tenants / youth
- information sharing about best practice and risks
- governance
- organisational sustainability
- public education that relates to Aboriginal and Torres Strait Islander housing
- rental accommodation
- social housing
- tenants
- tenancy management practices
- sustaining tenancies
- training and education
- sector development

3. Engagement Principles

There are a number of key principles that Aboriginal and Torres Strait Islander Housing Queensland believes are essential to successful engagement.

These key principles 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.





Our commitment

Aboriginal and Torres Strait Islander Housing Queensland is committed to engaging with stakeholders. When we engage with you, we abide by our five engagement rules listed below.

We will listen, be responsive and fair by:

- aiming to engage you early in the process, to enable a meaningful contribution
- establishing clear processes for engagement that will allow appropriate time for discussion, consideration and lead to clear outcomes.

We encourage inclusion and respect by:

- establishing engagement processes, allowing shared interests to be discussed
- keeping our engagement processes relevant and purposeful – no meetings for the sake of meetings.

We will be impartial and objective by:

- engaging widely with stakeholders, taking account of a wide range of views
- providing individual stakeholders with regular opportunities for direct access to and bilateral engagement with us.

We will be open and transparent by:

- sharing available information with you to allow understanding and better decision making
- reporting back on the outcomes of engagement processes and reasons for our decisions.

We will engage in innovative ways, add value to the process and enhance participation:

- We will take a ‘fit for purpose’, flexible approach, using whatever techniques that will serve good outcomes and meet the unique needs of our differing stakeholders.
- We will focus on problem solving rather than ‘box ticking’.



4. Ways of engaging

The following outlines what Aboriginal and Torres Strait Islander Housing Queensland consider important to support our stakeholder engagement work.

Methodology

It is recognised that different approaches to stakeholder engagement will be appropriate for different stakeholders. Our approach is based on the *International Association for Public Participation Spectrum* – recognised as the global standard for defining forms of engagement.

The spectrum is shown over the page with examples of the techniques that may be used in Aboriginal and Torres Strait Islander Housing Queensland engagement. Elements of the spectrum will be used as appropriate for the issue.

Table 2: Aboriginal and Torres Strait Islander Housing Queensland Engagement Spectrum

Inform	Consult	Involve	Collaborate	Empower
We will provide balanced, objective, accurate and consistent information to support stakeholders to understand issues, opportunities and solutions.	We will seek feedback from stakeholders, listen to concerns and aspirations and inform you of the outcome of your feedback.	We will work directly with stakeholders to ensure their needs are directly and consistently understood and considered, and provide feedback on the outcome of your contribution.	We will partner with the stakeholder, to assist with the development of alternative solutions, decision making and the identification of preferred solutions.	We will engage with stakeholders to build networks, create opportunities and empower groups to lead the development of initiatives.
What this looks like				
<ul style="list-style-type: none">• Correspondence• Newsletters and magazine articles• Fact sheets• Model policies• Website• Social media	<ul style="list-style-type: none">• Site visits• Quarterly Regional Housing meetings• Calls for comment• Briefings• Focus groups• Surveys• Public or industry meetings• Interactive online tools	<ul style="list-style-type: none">• Workshops• Partnership agreements• Memoranda of understanding with timelines and review points	<ul style="list-style-type: none">• Committees• Roundtables• Reference groups or expert panels• Use of online collaboration tools	<ul style="list-style-type: none">• State Housing• Conference• Joint planning• Provision of data• Shared projects• Sponsorship



5. Our approach

The following outlines the different approaches to stakeholder engagement that will be used by Aboriginal and Torres Strait Islander Housing Queensland.

Figure 1 illustrates the ways we will engage individually, across sectors or across policy issues. In our initial months of operation, we have used a range of techniques used to engage stakeholders and some of these are highlighted in this section.

Figure 1 – Aboriginal and Torres Strait Islander Housing Queensland Engagement Approach



Strong Relationships

Aboriginal and Torres Strait Islander Housing Queensland knows how important it is for individual stakeholder organisations to have one-on-one contact with us. We also acknowledge that it is better for our stakeholders to have regular contact within our organisation, so there is some level of continuity. Our priority is to ensure open access to Aboriginal and Torres Strait Islander Housing Queensland to enable timely interaction.

What We Will Do (Our Actions)

- We will establish direct contact between us and our stakeholders wherever possible.
- We will track our engagement, so that we can build a database based on the needs of our Members and stakeholders.

Formal Structures and Processes

Aboriginal and Torres Strait Islander Housing Queensland believes that short term advisory groups, or formal engagement mechanisms, can play a useful role in engagement between us and stakeholders.

These are groups formed for a defined period, with specified delegates and a standing agenda that allows discussion across a wide range of issues. A number of stakeholders find these types of formal structures and processes a helpful way of receiving information, engaging in genuine dialogue, and providing input or expertise.

In order for these formal structures to be effective for our stakeholders, engagement must have a clear goal, and conversations kept relevant and purposeful.

Aboriginal and Torres Strait Islander Housing Queensland believes that formal structures and processes can help keep engagement focused and that short term committees that meet regularly can have an important role to play when they:

- are established with clear objectives and terms of reference
- meet a genuine need for ongoing, regular dialogue and discussion
- are outcomes focused and measure progress
- are time limited, with time frames and review points
- have members appointed to provide expert opinion for a period to provide advice on issues that have been referred by government agencies.

Aboriginal and Torres Strait Islander Housing Queensland is also interested in forming a Queensland Tripartite Advisory Council on Aboriginal and Torres Strait Islander Housing which provides for broader engagement with government and the community sector. We believe that this, combined with our preference to use a range of strategies, will create genuine and deep engagement.

What We Will Do (Our Actions)

- We work with stakeholders to agree on the most appropriate structures and processes needed to support effective interaction
- We will always consider stakeholder feedback.

Innovative or Specific-Purpose Engagement

Aboriginal and Torres Strait Islander Housing Queensland believes that an alternative to both formal committees with standing agendas is specific-purpose engagement where stakeholders work together on projects and providing advice to our Members or government.

Aboriginal and Torres Strait Islander Housing Queensland agrees that a flexible engagement system is best practice for us and our stakeholders. There needs to be a range of specific-purpose strategies.

These processes can vary from quick, focused and highly interactive sessions through to complex and wide-ranging activities. By using technology, many of these techniques encourage wider participation by removing barriers like availability and distance.

What We Will Do (Our Actions)

- We engage our stakeholders to develop innovative and specific-purpose strategies that leverage stakeholders' expertise. These may include quarterly Regional Housing meetings, site visits, forums, think tanks, round tables and other focused, bespoke engagement methods that are efficient and relevant.

Open Channels

Aboriginal and Torres Strait Islander Housing Queensland believes that open channels of general communication are often highly valued by stakeholders. They can play an important role in promoting discussion and awareness of issues.

Aboriginal and Torres Strait Islander Housing Queensland will maintain open channels that provide information about Aboriginal and Torres Strait Islander housing to a wide audience, including social media, to supplement its website.

We are committed to exploring online platforms to improve direct engagement with all stakeholders.

What We Will Do (Our Actions)

- We will resource effective outreach to the Aboriginal and Torres Strait Islander community housing providers, their leadership and other stakeholders.
- We publish data to facilitate information sharing, consultation, feedback and system improvements.



6. Success measures

Aboriginal and Torres Strait Islander Housing Queensland will evaluate our engagement performance with a view to continually improve what we do and how we do it.

The measures of our success will include:

- stakeholder feedback via our consultations, online surveys, webinars and social media
- one-on-one interactions with stakeholders
- annual Member satisfaction surveys
- satisfaction with website accessibility.

7. Contact information

For more information on the *Aboriginal and Torres Strait Islander Housing Queensland Stakeholder Engagement Strategy* or our organisation please visit our website

www.housingqueensland.com.au.

If you have any further questions or comments, please contact our organisation.



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