

Strategic Plan 2022 - 2025



Aboriginal and Torres Strait Islander
Housing Queensland



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Aboriginal and Torres Strait Islander Housing Queensland Publication
February 2022

ISBN 978-0-6452576-1-8

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Publication Citation Reference

Willmetts N, 2022 *Aboriginal and Torres Strait Islander Housing Queensland Strategic Plan 2022 – 2025*. Brisbane.

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Acknowledgement of country

The Board and staff of Aboriginal and Torres Strait Islander Housing Queensland Limited (ATSIHQ) acknowledges the significant contributions that *Country* provides for our operation. We respect the significant sacrifices made by Elders for our people to have safe and secure housing and the many benefits this brings to our communities. We acknowledge our obligations to *Country*, Elders and community through our contribution to a successful and sustainable Aboriginal and Torres Strait Islander Community Housing Sector.

Strategic Plan Development

The *ATSIHQ Strategic Plan 2022 – 2025* was developed after multiple consultations with Queensland ICHO's during 2021.

Initially, in early 2021 information was sought from the *Queensland Aboriginal and Torres Strait Islander Housing Working Group (HWG)* who were responsible for overseeing the establishment of ATSIHQ. The HWG were asked:

- Where do you want ATSIHQ to be?
- What do you want ATSIHQ to accomplish?
- What does a sustainable and successful ATSIHQ look like?

Later in May 2021, information was sought from participants at the *Queensland (ICHO) Forum* in Brisbane. This allowed ATSIHQ to develop a draft document for use in consultation.

During ATSIHQ engagement with the Sector between July and December 2021, ATSIHQ asked the following questions to refine the strategic plan:

- What members thought were the main strategic areas of concern?
- What members liked about the proposed ATSIHQ goals and/or actions?
- What members would like to see changed and why, and any other general comments.

In December 2021, another draft *ATSIHQ Strategic Plan 2022 – 2025* was provided to members for their final feedback. This feedback was then incorporated into the final draft of the *ATSIHQ Strategic Plan 2022 – 2025* which was endorsed and approved by the ATSIHQ Board at the February 2022 ATSIHQ Board meeting.

Communication objective

ATSIHQ is a registered public company. The *ATSIHQ Strategic Plan 2022 – 2025* sets the overall direction for ATSIHQ to contribute significant enhancements to the Aboriginal and Torres Strait Islander Community Housing Sector in Queensland. Eight strategic goals will be implemented between 2022 and 2025 to assist in eliminating the disparities in housing experienced by Aboriginal and Torres Strait Islander people in Queensland.

This strategic plan was developed between 2021 and early 2022 by the ATSIHQ Communications and Partnerships Division. This included an engagement and consultation program with ATSIHQ members, partners and stakeholders. The responsibility and accuracy for this strategic plan rests with ATSIHQ Board.

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

Message from Chairperson and CEO

We are pleased to present the *Aboriginal and Torres Strait Islander Housing Queensland Strategic Plan 2022 – 2025*.

13 May 2021 marked the formal establishment of ATSIHQ as a leadership organisation and our journey to represent the Aboriginal and Torres Strait Islander community housing sector in Queensland.

We are fortunate enough to be in a position to charter the course ahead of us with the invaluable support and input of our valued members, partners and other stakeholders who have all worked tirelessly to get us to this point.

In 2021, the ATSIHQ Board moved towards setting our strategic pathway for the next four years up until 2025. As a new leadership organisation, it is important that we get our strategy for the future right. This important *ATSIHQ Strategic Plan 2022 – 2025* is an accumulation of combined efforts. It contains eight (8) strategic goals and 65 actions, many of which will be ongoing.

In this document, we talk about why we're here and what we're setting out to achieve. With ongoing collaboration with our members, Board and other key stakeholders, we want to influence, advocate, engage, develop, partner, research, sustain and collaborate to achieve our end-goal to 'eliminate the disparities in housing experienced by Aboriginal and Torres Strait Islander people in Queensland.'

A lot of hard work is ahead of us in implementing this document, and we are confident that we will have the right people and resources at the right time to implement all of what we have set out to achieve and therefore make the most of the opportunities provided to us.

To ensure that we make the most of our opportunities, we want to be held accountable by our members, partners and stakeholders. Not only will they receive regular reporting and communications from our organisation, we will also publish an *ATSIHQ Strategic Plan Implementation Tracker* on our website to communicate the status of each goal and our actions.

We thank everyone for their ongoing support of ATSIHQ and hope that by the end of 2025, we are able to build further on the significant actions we have started and accomplished.



Mary Doctor
Chairperson

Aboriginal and Torres Strait
Islander Housing Queensland

Neil Willmet
Chief Executive Officer

Aboriginal and Torres Strait
Islander Housing Queensland

February 2022

Glossary

ATSIHQ	Aboriginal and Torres Strait Islander Housing Queensland
Board	Aboriginal and Torres Strait Islander Housing Queensland Board of Directors
HWP	Queensland Government Department of Housing and Public Works
ICHO	Indigenous Community Housing Organisation
Indigenous	Aboriginal and Torres Strait Islander
Member	Aboriginal and Torres Strait Islander Housing Queensland member (typically a single ICHO)
Peak body	<p>In Australia, a peak body is as a not-for-profit, leadership organisation that meets the following criteria:</p> <ol style="list-style-type: none"> 1. is a legally incorporated company 2. is a representative, non-government organisation 3. has a membership that consists of other (legally unrelated) individuals or organisations of allied interests 4. is recognised by other peaks and their Sector as a genuine representative of their Sector; and 5. Represents the interests of its members
Principle	A foundation for a system of belief or behaviour
Sector	Queensland Aboriginal and Torres Strait Islander housing sector (also known as the ICHO Sector)

Introduction

ATSIHQ is a not-for-profit organisation that is the leadership body for Aboriginal and Torres Strait Islander community housing providers in Queensland and an advocate for improved housing outcomes..

This document was developed by ATSIHQ and outlines our strategies to improve Aboriginal and Torres Strait Islander housing in Queensland.

This document is primarily aimed at the following stakeholders:

- The organisations that we serve – our members
- The Federal, State and Local Governments and non-government partners including other housing leadership bodies who provide funding and much needed in-kind support to our organisation
- Service providers
- The executives and employees of our organisation who provide professional advice and guidance to our members.

ATSIHQ believe that a sustainable, vibrant community housing sector is essential if we are to achieve housing and home ownership outcomes. These are the very opportunities we all need to create the life we deserve.

In 2021, the ATSIHQ Board agreed to develop the first strategic plan for our organisation. This strategic plan provides a clear path for the future to ensure:

- We function as a leadership body;
- We are aligned to our member’s needs; and
- We form meaningful partnerships to achieve greater housing outcomes for Aboriginal and Torres Strait Islander people in Queensland.

This four-year strategic plan covers the period 2022 – 2025 and highlights eight strategic goals:

1. Be a respected leadership body
2. Strong advocacy
3. Member engagement
4. Sector development
5. Strategic partnerships
6. Research with impact
7. Sustainability; and
8. National collaboration.

As this strategic plan is implemented, ATSIHQ expects to see stronger alignment with other strategic frameworks for addressing Indigenous housing at the state and national levels. Our establishment, addition and influence across this partnership environment will enhance capabilities across our organisation, governments, the Sector and Indigenous communities.

The Board will ensure that the *ATSIHQ Strategic Plan 2022 – 2025* is implemented and monitored effectively and will communicate our achievements with an implementation tracker on our website; regular messaging; and in our annual plans and reports.

Ending the disparities in housing between Aboriginal and Torres Strait Islander people and non-Indigenous people is complex and challenging. Our organisation is proud of this strategic plan and we believe it captures community expectations for a stronger Aboriginal and Torres Strait Islander community housing sector. In the years ahead, we look forward to building on the legacy of success of our housing leaders by contributing significant housing outcomes for Aboriginal and Torres Strait Islander people in Queensland.

Part 1: Our organisation

1. About us

Our organisation represents the Aboriginal and Torres Strait Islander community housing providers interests to government through advocacy and advice on the future of the Sector. We are committed to Sector development and developing resources that can be used to build a stronger Sector.

Our History

Aboriginal and Torres Strait Islander housing leaders have been lobbying for a peak Queensland Aboriginal and Torres Strait Islander Community Housing Body for over a decade. This was as a result of government funding reforms in 2005 and again in 2007 which resulted in loss of funding and the reduction in numbers of Aboriginal and Torres Strait Islander housing providers.

The then Queensland Department of Housing and Public Works (HPW) has publicly supported the concept of a peak Queensland Aboriginal and Torres Strait Islander Community Housing Body since 2015.

In September 2016, HPW organised and hosted the *First Queensland Indigenous Community Housing Organisation (ICHO) Forum* at 80 George Street, Brisbane. At this forum, the Queensland Government announced their intent to provide seed funding to establish a new peak Queensland Aboriginal and Torres Strait Islander Community Housing Body.

In March 2019, the *Second Queensland Indigenous Community Housing Organisation (ICHO) Forum* was held at the Stamford Hotel on Edward Street, Brisbane. At this forum, the Queensland Government reconfirmed their commitment to the formation of a peak 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 would 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 forum, a Housing Working Group was selected by other ICHO’s to work with a Queensland contractor to “oversee the establishment and registration of a peak Queensland Aboriginal and Torres Strait Islander Housing Body”.

In late 2020, HPW provided funding to a Queensland contractor to establish this new peak body. As a direct result, ATSIHQ was established in January 2021 and formally incorporated in May 2021.

Today, we are governed by a Board that consists of Aboriginal and Torres Strait Islander housing leaders who have extensive housing knowledge and management expertise. We continue to represent the interest of Aboriginal and Torres Strait Islander community housing providers to end the disparity so that there can be improved Aboriginal and Torres Strait Islander housing outcomes in Queensland.

2. Aboriginal and Torres Strait Islander Housing disparities

ATSIHQ was established to represent the Sector and improve Aboriginal and Torres Strait Islander housing outcomes in Queensland. Current housing statistics show alarming disparities between Aboriginal and Torres Strait Islander peoples and non-Indigenous people. Our work aims to create equity between these two groups.

The 2016 Australian Government Census reported that:

1. Home Ownership

Aboriginal and Torres Strait Islander households are half as likely to own their own house outright or have a mortgage (38%) compared to non-Indigenous households (66%).

2. Rent

Almost twice as many Aboriginal and Torres Strait Islander households rented their homes (57%) compared with non-Indigenous households (30%).

3. Private Rental

Of those households that rented, only 43% of Aboriginal and Torres Strait Islander households rented from a real estate agent compared to 61% of non-Indigenous households.

4. Public Housing

Aboriginal and Torres Strait Islander households are three times more likely to rent from State and Territory government housing authorities (32%) compared with 10% of non-Indigenous households.

5. Household Composition

It is common for Aboriginal and Torres Strait Islander households to have more than one family living together (5.1%) compared to non-Indigenous households (1.7%).

6. Larger Households

The number of people in Aboriginal and Torres Strait Islander households, on average, were much larger than non-Indigenous households.

7. Overcrowding

overcrowding in Aboriginal and Torres Strait Islander households remains a problem and it increases in rural and remote communities.

8. Homelessness

Aboriginal and Torres Strait Islander people had four times the rate of homelessness compared to other Australians (191 per 10,000 compared with 49 per 10,000).

9. Sleeping Rough

Homeless Aboriginal and Torres Strait Islander people were more likely to sleep rough, or in improvised dwellings and shelters, than non-Indigenous people (27% compared with 15% of non-Indigenous people).

The *ATSIHQ Strategic Plan 2022 – 2025* will play a major role, along with the work of our members and partners, in addressing these housing disparities.



3. Our vision

The ATSIHQ vision is to:

“Eliminate the disparities in housing experienced by Aboriginal and Torres Strait Islander people in Queensland.”

4. Our purpose

The role of ATSIHQ is to:

- Represent and strengthen the Queensland Aboriginal and Torres Strait Islander Housing Sector (Sector); and
- Ensure that Aboriginal and Torres Strait Islander perspectives are embedded into housing leadership, design and service delivery.

5. Our role

The role of ATSIHQ is to:

- Be the leadership body for Aboriginal and Torres Strait Islander community housing providers in Queensland;
- Provide strategic leadership and direction to the Sector through advocacy, Sector development and policy activities;
- Develop state-wide resources to support the Sector and deliver a range of specialised state-wide programs to develop the Sector;
- Support the introduction of quality management systems and monitor the readiness, quality, efficiency and effectiveness of the Sector;
- Undertake and inform Sector research and data collection; and
- Collaborate with strategic partners and stakeholders to improve and achieve Aboriginal and Torres Strait Islander housing outcomes in Queensland.

6. Our stakeholders

Our organisation recognises that we have to collaborate with stakeholders to achieve accelerated and improved Aboriginal and Torres Strait Islander housing outcomes in Queensland.

Our key stakeholder groups include those who are the beneficiaries of housing outcomes, those who play a vital role in service delivery and our strategic partners who support our vision, our work and Aboriginal and Torres Strait Islander Community Housing Sector development.

Our key stakeholders are broken into six equally important categories (Table 1).

Table 1: Aboriginal and Torres Strait Islander Housing Queensland Stakeholder Groups

1	Aboriginal and Torres Strait Islander community housing providers , including ICHO’s and Indigenous Councils (and their respective elected Boards and officials)
2	The Aboriginal and Torres Strait Islander community in Queensland.
3	National, State and Local Governments and other statutory and regulatory agencies in Queensland and across Australia (and their leadership).
4	Service providers who provide financial products, support and solutions, professional advice, corporate services, insurance, building and property maintenance services to our organisation, ICHO’s and Indigenous Councils.
5	Peak advocacy groups like community housing, property, real estate, construction, disability, seniors, tenants and other professional groups like the Local Government Association of Queensland (LGAQ) who provide commentary on or influence housing.
6	Researchers such as universities and industry who can undertake independent research and analyse evidence to inform evidence-based decision making.



ATSIHQ Aboriginal and Torres Strait Islander Cultural Principles

Our organisation has an agreed set of cultural principles that have been adapted from Aboriginal Housing Victoria. The *ATSIHQ Aboriginal and Torres Strait Islander Cultural Principles* that guide our work include:

- Recognition and respect for *Country* and for Traditional Owners, their roles and positions.
- Recognition and respect for Aboriginal and Torres Strait Islander Elders and their roles in their respective cultures and communities.
- Recognition and respect for the importance of kin, familial and extended family networks in the raising of children and in maintaining strong communities and connection to cultures and *Country*.
- Recognition and respect of traditional lore and custom and the importance of caring for *Country*.
- Recognition and respect of, and support for, the transmission of Aboriginal and Torres Strait Islander language, culture and beliefs and practices.
- The obligation to share with and care for each other, and to be cared for on and off *Country*.
- Recognition and respect of the right of, and importance to, Aboriginal and Torres Strait Islander people to practice their traditional culture.
- Respect for and support of Aboriginal and Torres Strait Islander people's right to maintain their connection to *Country*, spirituality, culture and identity and to always maintain their dignity.



7. Our workplace culture and values

The success of the *ATSIHQ Strategic Plan 2022 – 2025* will be supported by the ATSIHQ workplace culture and the values that drive our organisation.

The ATSIHQ workplace culture that guide our work are:

- Honesty and integrity govern our activities.
- Commitments will be fulfilled.
- Everyone will be treated with dignity and respect.

Our success will also be informed by our Cultural Principles.

Part 2: Our strategy

8. Our approach

The *ATSIHQ Strategic Plan 2022 – 2025* is underpinned by our determination to have a well organised, credible and professional organisation and our commitment to our *Aboriginal and Torres Strait Islander Cultural Principles*.

Our Strategic Approach

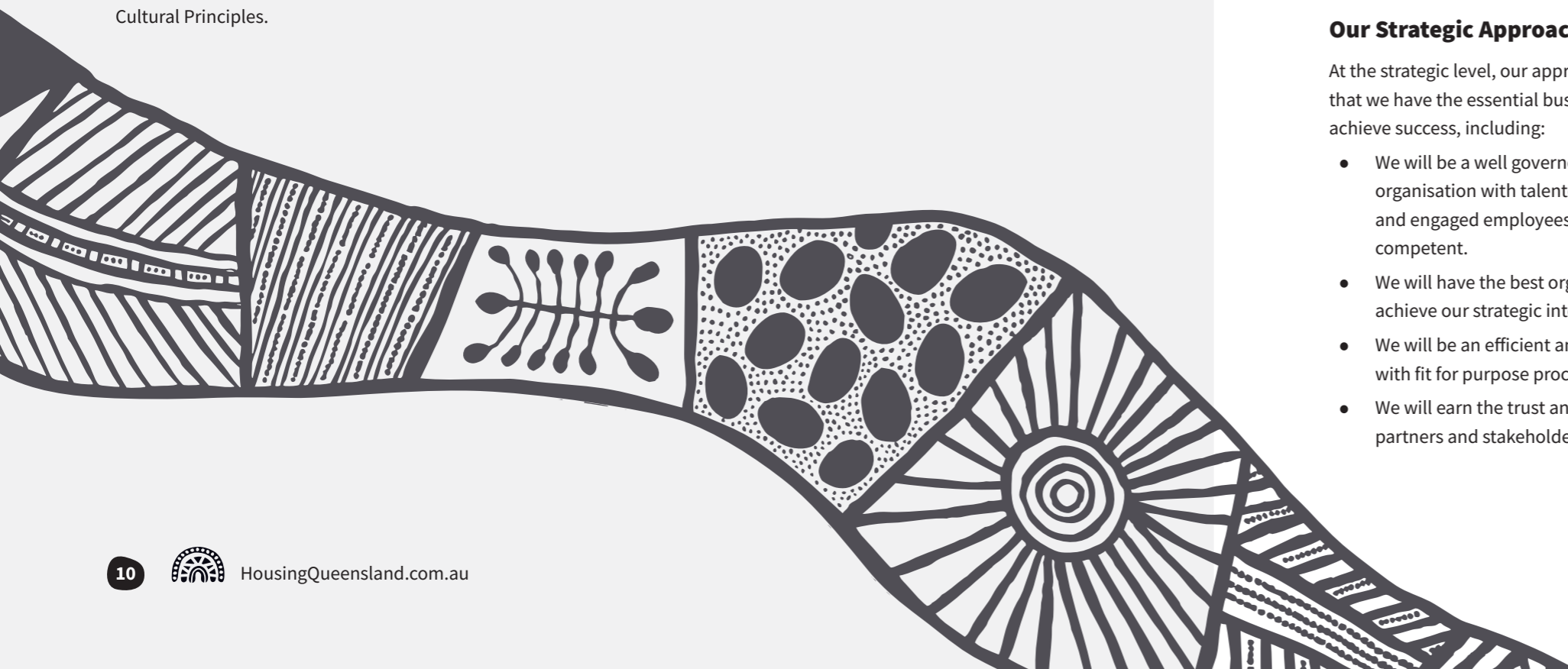
At the strategic level, our approach is focused on ensuring that we have the essential business competencies to achieve success, including:

- We will be a well governed and managed organisation with talented, motivated, educated and engaged employees who are culturally competent.
- We will have the best organisational structure to achieve our strategic intent.
- We will be an efficient and effective organisation with fit for purpose processes and technology.
- We will earn the trust and respect of the Sector, partners and stakeholders.

Our Operational Approach

At the operational level, our approach is focused on our key competencies to ensure success, including:

- We will work as one team, always striving to find cohesion and the best solutions.
- We will be innovative and continually search to find opportunities to improve our organisation.
- We will leverage the best minds in Australia through engaging our members, partners and stakeholders.
- We will be transparent in our progress and actions.



9. Our strategic objectives

The *ATSIHQ Strategic Plan 2022 – 2025* has eight strategic goals. They are an extensive set of accepted goals, targets, strategies and actions that guide the ATSIHQ business agenda until 2025.

Each goal is directed towards making tangible improvements and support our vision to eliminate the disparities in housing experienced by Aboriginal and Torres Strait Islander people in Queensland.

Each of our eight strategic goals (Figure 1) also addresses core functional areas of our organisation and provides clarity about our areas of focus.

Figure 1 – ATSIHQ Strategic Goals.



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.

Measures

- 1.1 The Sector and stakeholders see our organisation as a trusted advisor by 2025.
- 1.2 There is an increase in Sector and stakeholder engagement with our organisation each year.
- 1.3 There is a measurable improvement in Aboriginal and Torres Strait Islander housing outcomes in Queensland by 2025.
- 1.4 There is continual progress towards our long-term objectives each year.

1.1

- 1.1.1 ATSIHQ will **model professional behaviour and leadership** that the Queensland ICHO Sector, partners and stakeholders expect from a peak body. Ongoing
- 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



1.2

- 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**
- 1.2.2 ATSIHQ will develop a **Queensland ICHO Sector Marketing Plan** that will raise the awareness and visibility of our Sector and our organisation. **2022**

1.3

- 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**
- 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**
- 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. **2023**

1.4

- 1.4.1 ATSIHQ will develop an **ATSIHQ Strategic Plan Implementation Tracker** to be accountable to members and funding bodies and to measure ATSIHQ progress on the implementation of this Strategic Plan. **2022**

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.

Measures

- 2.1 Our representation and policy work will have influenced the design of between five and ten policies, strategies and plans which benefit our members by 2025.
- 2.2 We will maintain effective and efficient policy leadership positions in our organisation each year.

2.1

- 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. **Ongoing**
- 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. **Ongoing**
- 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. **Ongoing**
- 2.1.4 ATSIHQ will develop an **ATSIHQ Representation and Policy Framework** that includes cultural protocols to identify, inform and strengthen our advocacy work with government and stakeholders. **2022**

2.2

- 2.2.1 ATSIHQ will **invest in our policy capabilities** to improve our advocacy through employee secondment and development opportunities. **Ongoing**
- 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. **Ongoing**
- 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. **Ongoing**
- 2.2.4 ATSIHQ will ensure that there are **ATSIHQ responses to Queensland and nationally important situations**, such as disasters, reviews and Royal Commissions. **Ongoing**
- 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. **Ongoing**
- 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**. **Ongoing**

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.

Measures

- 3.1 There is regular engagement with members and stakeholders via a range of mechanisms each year.
- 3.2 Members will feel supported by our organisation as measured through annual ATSIHQ Member Surveys and regular feedback.
- 3.3 At least 50% of our members will participate in our training opportunities and events each year.
- 3.4 Members will utilise our Brisbane office premises.
- 3.5 There will be an 20% annual increase in our membership against our 2021 membership baseline.

3.1

- 3.1.1 ATSIHQ will **undertake site visits with ATSIHQ members** to better understand each individual Queensland ICHO and their local operating environment. **Ongoing**
- 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**
- 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**

3.2

- 3.2.1 ATSIHQ will **employ skilled advisors** in our organisation to provide ongoing technical and professional advisory support to our members. **Ongoing**
- 3.2.2 **ATSIHQ will be available for our members** to discuss confidential business; finance; governance; and housing issues. **Ongoing**
- 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**
- 3.2.4 ATSIHQ will undertake an annual **Queensland ICHO Sector Needs Assessment** with members to identify Sector-wide needs. **Ongoing**

3.3

- 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**

3.4

- 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**

3.5

- 3.5.1 ATSIHQ will **actively seek new members** through ongoing engagement with Queensland ICHO's and Indigenous Councils. **Ongoing**

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.

Measures

- 4.1 Targeted education and training will be coordinated and promoted by our organisation to meet the needs of the Sector.
- 4.2 Sector development resources will be continually developed and, updated and placed on our website.
- 4.3 Members will have adopted our model policies and procedures in their organisation as measured through Member surveys.
- 4.4 The Queensland Land Donation Program is established and promoted.

4.1

- 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. **2023**
- 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. **2023**

4.1

- 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. **2023**
- 4.1.4 ATSIHQ will lead the **Queensland ICHO Sector Business Review** in partnership with Queensland ICHO's and partners to identify a 'blueprint for Sector development reform' that details opportunities to improve and strengthen the Sector. **2023**
- 4.1.5 ATSIHQ will seek investment to introduce a **Queensland ICHO Sector Quality Improvement Program**, to support members and the Queensland ICHO Sector sustainability. **2023**
- 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. **2023**
- 4.1.7 ATSIHQ will undertake a feasibility study to establish a **Queensland Aboriginal and Torres Strait Islander Housing Centre of Excellence** to deliver a range of small business and housing courses for the Queensland ICHO Sector and our partners which develops capacity and allows our partners to deliver better business performance. **2024**



4.2

- 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. **Ongoing**
- 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. **2023**

4.3

- 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. **Ongoing**

4.4

- 4.4.1 ATSIHQ will establish a **Queensland Land Donation Program** that encourages and advocates for land and housing donations to Aboriginal and Torres Strait Islander community housing providers in Queensland so that they can increase their housing portfolio. **2024**



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.

Measures

- 5.1 There will be 10 formal partnerships by 2025 between our organisation and key organisations and institutions that will lead to increased Aboriginal and Torres Strait Islander housing outcomes in Queensland.
- 5.2 We will be represented on five to ten State and National government and/or industry advisory bodies by 2025.
- 5.3 Partners and stakeholders will participate in training and have an increased awareness and understanding of Aboriginal and Torres Strait Islander housing needs and challenges and also the Sector.

5.1

- 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**
- 5.1.2 ATSIHQ will develop a **ATSIHQ Stakeholder Engagement Strategy** to describe how our organisation will engage with our stakeholders. **2022**

5.2

- 5.2.1 ATSIHQ will seek out and **participate in State and National committees** that either impact or benefit the Queensland ICHO Sector. **Ongoing**

5.3

- 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**
- 5.3.2 ATSIHQ will develop an **ATSIHQ Partner and Stakeholder Training Program** to raise awareness and understanding of Aboriginal and Torres Strait Islander housing, the Sector and culturally appropriate responses. **2024**

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.

Measures

- 6.1 We will have at least three signed Memorandum of Understandings (MOU's) with partner universities by 2025.
- 6.2 We have developed, published or delivered between five and ten research papers on our work and its impact on the Sector and community by 2025.
- 6.3 There will be an Aboriginal and Torres Strait Islander Housing Ethics Committee in Queensland by 2024
- 6.4 We will have ensured that national and international solutions have been sought to improve Aboriginal and Torres Strait Islander Housing in Queensland.

6.1

- 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**

6.2

- 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**
- 6.2.2 ATSIHQ will identify and publish **Queensland ICHO Success Factors** factsheets to ensure ongoing and future sustainability of Queensland ICHO's. **Ongoing**
- 6.2.3 ATSIHQ will develop an **ATSIHQ Research Prospectus** to identify research gaps and contribute to improved Aboriginal and Torres Strait Islander housing policies, programs and management. **2022**
- 6.2.4 ATSIHQ will develop a **Queensland ICHO Sector Data Collection Framework** that will include housing audit tools and data sharing protocols to govern the correct collection, integrity and use of data. **2022**
- 6.2.5 ATSIHQ will explore the feasibility of hosting a **Queensland Aboriginal and Torres Strait Islander Housing Research Conference**. **2023**

6.3

- 6.3.1 ATSIHQ will establish a **Queensland Aboriginal and Torres Strait Islander Housing Ethics Committee** to set and oversee the rule of Aboriginal and Torres Strait Islander housing research in Queensland. **2024**

6.4

- 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**

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.

Measures

- 7.1 We will have a skills-based Board that consists of Directors who have significant experience in governance, management, strategy and housing.
- 7.2 The role of the Board and the Secretariat is clear in function, authority, responsibilities and accountabilities.
- 7.3 Our key responsibilities and actions in the strategic plan are accomplished each year.
- 7.4 Our organisation will have an annual increase in revenue and sufficient resources to deliver.
- 7.5 We will purchase a building to ensure our long-term success and sustainability.

7.1.1 ATSIHQ will **establish an ATSIHQ Nominations and Remuneration Sub-committee** of the ATSIHQ Board to ensure all positions to the Board are filled with suitable and skilled individuals. **2022**

7.1.2 ATSIHQ will **establish an ATSIHQ Finance, Audit and Risk Sub-committee** of the ATSIHQ Board to assist the Board to meet its responsibilities in relation to financial reporting, compliance with legal and regulatory requirements, internal control structures, risk management systems and external audit functions. **2022**

7.2.1 ATSIHQ will develop an **ATSIHQ Governance Framework** based on our Constitution to guide the governance and sustainability of the organisation. **2022**

7.3.1 ATSIHQ will undertake an **Annual Performance Review** of the ATSIHQ Board and CEO to ensure that they meeting their responsibilities. **Ongoing**

7.4.1 ATSIHQ will increase their annual revenue by 10% per annum. **Ongoing**

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. **2023**

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. **2023**

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.

Measures

- 8.1 National, State and Territory Aboriginal and Torres Strait Islander housing leadership organisations demonstrate collaboration with our organisation.
- 8.2 We are involved in at least one joint-initiative annually with individual National, State and Territory Aboriginal and Torres Strait Islander housing leadership bodies.
- 8.3 There is collaboration and support of stakeholder activities.

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. **Ongoing**

8.1.2 ATSIHQ will **meet regularly with** National, State and Territory Aboriginal and Torres Strait Islander housing peak bodies to pursue mutual interests. **Ongoing**

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. **Ongoing**

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. **Ongoing**

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. **Ongoing**

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. **Ongoing**



10. Our strategic risks

During the development of this strategic plan, our organisation has identified the risks that could harm our strategic efforts. We have also identified risk treatments that could reduce these risks and will manage these appropriately. These risks and their treatments are listed below (Table 2).

Table 2: Aboriginal and Torres Strait Islander Housing Queensland Strategic Risks and Treatments

Risks	Risk Treatments
<p>1. Limited Visibility</p> <p>Stakeholders are not aware of the vision, role and purpose of our organisation, and this risks future collaborations with our organisation.</p>	<p>a. Increased Marketing</p> <p>We will increase strategic marketing of Aboriginal and Torres Strait Islander Housing Queensland so that our organisation has greater visibility.</p>
<p>2. Poor Leadership</p> <p>Poor organisational leadership, governance, management, structure, systems, standards and strategy risks the sustainability and reputation of our organisation, and this risks the delivery of our outcomes.</p>	<p>b. Commitment to Quality</p> <p>We will ensure that Aboriginal and Torres Strait Islander Housing Queensland has Board and executive level commitment to quality and ensuring the continual improvement in our organisational leadership and performance.</p>
<p>3. Insufficient Engagement</p> <p>Insufficient stakeholder engagement risks the ability of our organisation to identify and design appropriate solutions to improve Aboriginal and Torres Strait Islander housing in Queensland.</p>	<p>c. Meaningful Consultations</p> <p>We will increase the frequency of meaningful Aboriginal and Torres Strait Islander Housing Queensland consultations with the Sector and strategic and service partners.</p>
<p>4. Increased Housing Demand</p> <p>Increased Aboriginal and Torres Strait Islander housing demands risk overloading the organisation and Sector.</p>	<p>d. Partner Education</p> <p>We will ensure that Aboriginal and Torres Strait Islander Housing Queensland provides housing education and improves the cultural capability of our partners to manage Aboriginal and Torres Strait Islander housing demands.</p>
<p>5. Financial Instability</p> <p>Investment constraints risks the ability of our organisation to meet the needs of our members.</p>	<p>e. Funding Stability</p> <p>We will advocate for greater investment in Aboriginal and Torres Strait Islander housing and homelessness solutions and the involvement of our organisation in funding discussions.</p>
<p>6. Workforce Capability</p> <p>Our workforce is not skilled, motivated or engaged in our work and this will risk our business performance.</p>	<p>f. Disciplined Employment Practices</p> <p>We will ensure Aboriginal and Torres Strait Islander Housing Queensland adopts disciplined employment practices and invests in the capability development of our people.</p>



11. Our long-term strategies

Being a leadership organisation, we are focused on both short-term (1 – 4 years) and long-term (over 5 years) goals that have an impact on Aboriginal and Torres Strait Islander housing, accommodation and homelessness in Queensland.

While the *ATSIHQ Strategic Plan 2022 – 2025* has eight strategic goals that will guide ATSIHQ business agenda until 2025, our organisation is also focused on five long term priorities. The five long-term priorities have been identified by our Board and include the following:

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



Part 3: Our implementation

12. Our strategic plan implementation

The *ATSIHQ Strategic Plan 2022 – 2025* covers a four-year period. Our successful implementation is crucial if we are to eliminate the disparities in housing experienced by Aboriginal and Torres Strait Islander people in Queensland. Therefore, our organisation will ensure that the implementation has ongoing commitment from our leaders, is closely monitored, evaluated and our results are published.

Strategic Plan Implementation Tracker

The *ATSIHQ Strategic Plan 2022 – 2025* has eight strategic goals which are supported by measures and actions that guide the ATSIHQ business agenda until 2025.

To ensure that there is transparency in the *ATSIHQ Strategic Plan 2022 – 2025* implementation, ATSIHQ will develop an implementation tracker and place it on our website.

The implementation tracker will show progress for each action. All commitments will be linked to the corresponding page in the *ATSIHQ Strategic Plan 2022 – 2025* with a status key to indicate if the activity is *on track*, *delayed* or *significantly delayed*.

Our Commitments

Our commitment to the *ATSIHQ Strategic Plan 2022 – 2025* implementation also includes:

1. **Board and Executive Management Commitment**
This strategic plan is supported by the ATSIHQ Board and has the commitment from the CEO and senior managers that it will be successfully implemented.
2. **Implementation and Monthly Monitoring**
The ATSIHQ Board will ensure that the strategic plan is implemented and closely monitored monthly.
3. **Communication**
The ATSIHQ CEO will be responsible for leading, supporting, following-up on activities and ensuring that a strategic plan implementation process is followed. The CEO will communicate the work we have achieved in our Annual Report.

13. Contact details

For more information on the *ATSIHQ Strategic Plan 2022 – 2025* 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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