



Innovate Reconciliation Action Plan

June 2022-June 2024



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Artwork Title “Journey of Unity: Illuminating Homelessness and Reconciliation”

This artwork was specifically created for Q Shelter’s Reconciliation Action Plan. Its purpose is to visually depict and narrate the organisation’s Reconciliation Journey by highlighting significant aspects from within the organisation.

At the heart of the artwork lies a central motif known as the gathering symbol, symbolising Q Shelter as an Organisation dedicated to discovering and implementing solutions for housing and homelessness. This entails active engagement with various stakeholders, including representatives from communities in Queensland, corporate entities, community housing providers, other prominent organisations, and government bodies, as well as individuals who have personally experienced homelessness.

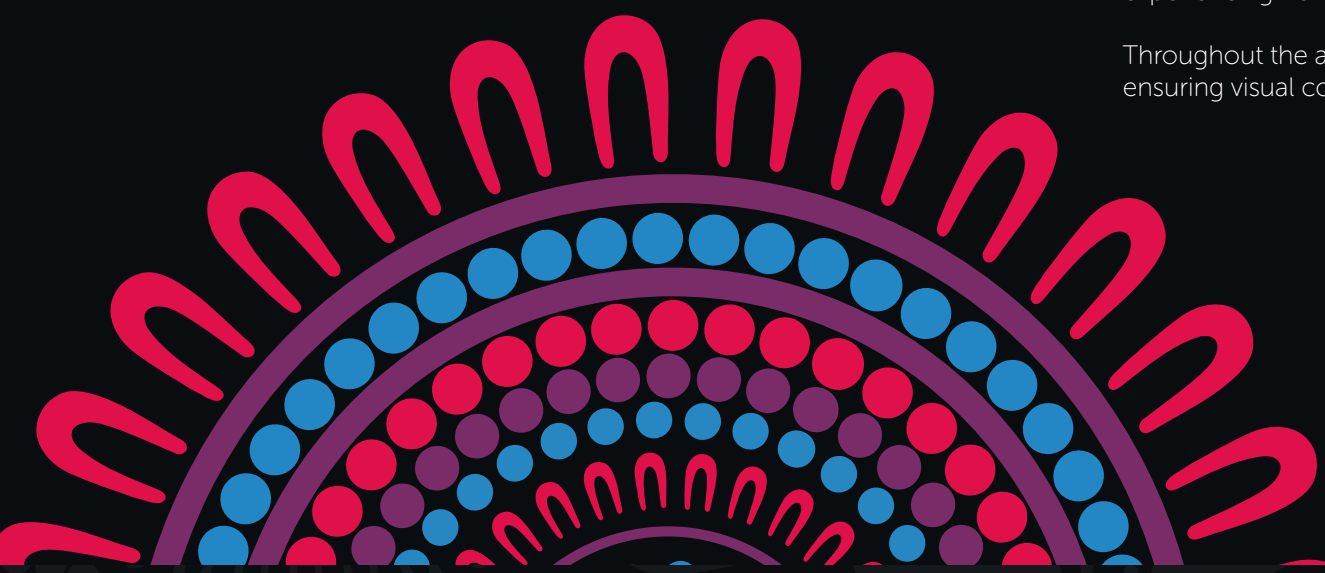
The artwork consists of three circular symbols, each containing U-shaped figures, which represent the three core values embraced by Q Shelter:

1. Influence
2. Capacity
3. Organisational strength

In addition, three other symbols symbolise the organisation’s connection to the community through its programs.

To portray the issue of homelessness in Queensland, a distinct section of the artwork adopts a darker tone, symbolising the living conditions often faced by those experiencing homelessness, who predominantly reside in bleak circumstances.

Throughout the artwork, the colours employed align with Q Shelter’s corporate colours, ensuring visual cohesion and representation of the organisation’s identity.





Artist

Lani Balzan is a proud Aboriginal woman from the Wiradjuri people of the three-river tribe. Her family originates from Mudgee but she grew up all over Australia and lived in many different towns. She now calls the Illawarra home.

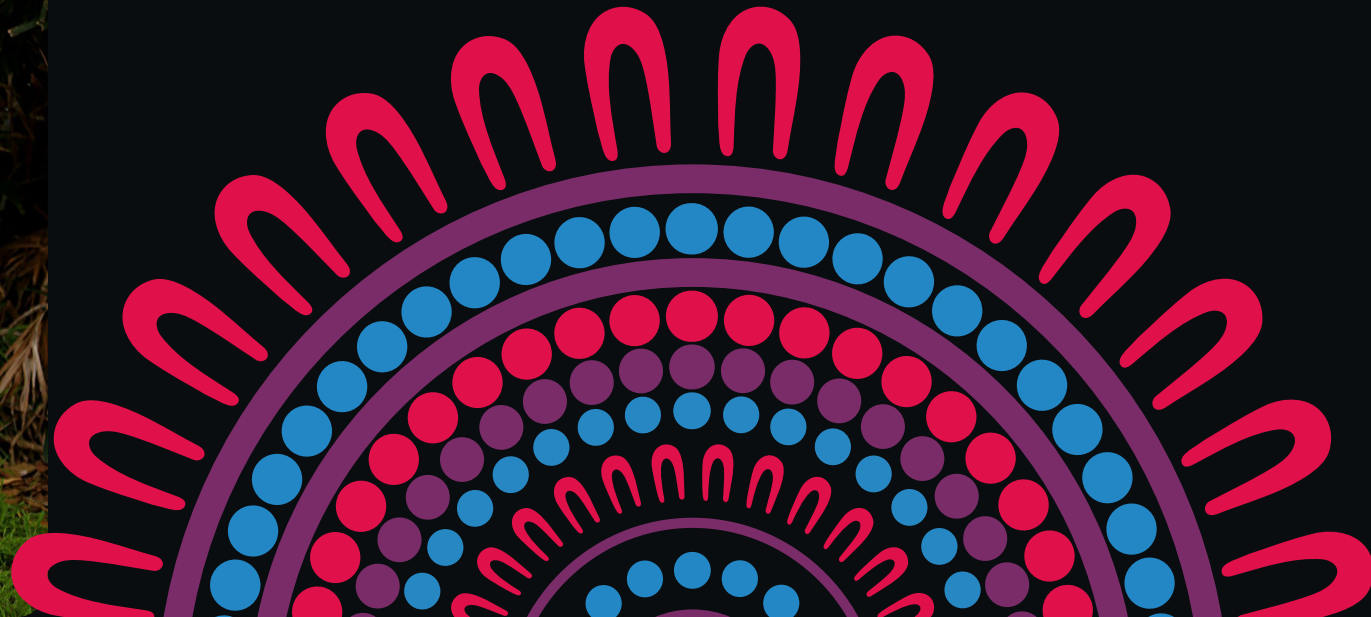
Lani is a nationally recognised Aboriginal Artist, and has been creating art for over 10 years and has had continued success across the country.

One of her biggest goals and inspirations with creating her artwork is to develop a better connection to her culture and to continue to work towards reconciliation; bringing people and communities together to learn about what amazing culture we have here in Australia.

Lani Balzan - Aboriginal Art by Lani - www.aboriginalartbylani.com.au



Aboriginal Art by Lani



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Acknowledgements

Queensland Shelter [Q Shelter] respectfully acknowledges the Traditional Owners of the lands on which we work and live. We pay our respects to Elders past, present and emerging for their significant contribution to the community, including their leadership in addressing homelessness and housing need throughout Queensland.

Q Shelter acknowledges the unique status of Aboriginal and Torres Strait Islander peoples as the First Peoples of this nation who have for thousands of years, been the Traditional Custodians of this land. We acknowledge and respect the Aboriginal and Torres Strait Islander custodial relationship and deep spiritual and ancestral connection to Country.

Q Shelter has been assisted by Uncle Joe Kirk as a mentor in the development of this Reconciliation Action Plan. We sincerely thank Uncle Joe for working closely with us to help us reflect, learn and innovate as we strive to contribute to reconciliation in Queensland.

Q Shelter also acknowledges the contributions of the Working Group in the development of this plan.

Acronyms

COO	Chief Operations Officer
ED	Executive Director
GB	Governing Body
MC	Manager Communications and Membership
MSP	Manager Policy and Strategic Engagement
MT	Management Team
RAC	Reconciliation Advisory Committee
RAP	Reconciliation Action Plan
RWG	Reconciliation Working Group
SCT	Sector Capacity Team
SCTL	Sector Capacity Team Leader
SII TL	Sector Integration Initiative Team Leader



Message from the Q Shelter Executive Director:

Q Shelter Innovate Reconciliation Action Plan April 2022-April 2024

Q Shelter works to ensure every Queenslander has a home. People without a home experience significant, enduring barriers to health, employment, education, community participation and social connections. In these years of a global pandemic, home is the most critical element in ensuring safety and survival.

Aboriginal and Torres Strait Islander peoples experience homelessness and housing stress at a rate far higher than the broader Queensland community. It is essential therefore that Q Shelter is focussed on how our work to grow housing solutions and build sector capacity is meaningful and practical in progressing reconciliation throughout Queensland. There will still be work to do on reconciliation as long as First Nations' peoples in Queensland are behind in their access to affordable and sustainable housing solutions that meet their needs.

This Plan seeks to embed meaningful action towards reconciliation in all core areas of our work. Through this Plan we will work to ensure effective and respectful partnerships with community owned and managed organisations including the recently launched peak body, Aboriginal and Torres Strait Islander Housing Queensland. We will strive to ensure the participation of Aboriginal and Torres Strait Islander peoples in our sector capacity programs. We will create opportunities to share and acknowledge cultures and connections to country.

Q Shelter will continuously learn and reflect on our progress in the implementation of this plan. We will respectfully learn from Aboriginal and Torres Strait Islander leaders and Elders in ways that improve our efforts in an ongoing way.

We acknowledge we have a long way to go and so much to learn. We respectfully acknowledge the people who have guided us to this point and who will continue to guide and challenge us to continuously do better. This Innovate Reconciliation Action Plan is a new milestone in our efforts to ensure we do more as a Peak organisation to make practical and meaningful progress.

Yours sincerely

Fiona Caniglia
Executive Director

1. Introduction to Q Shelter's Innovate Reconciliation Action Plan July 2022 – June 2024

1.1 Overview

This document sets out Q Shelter's Innovate Reconciliation Action Plan (RAP). In July 2019, Q Shelter documented a Reconciliation Framework, and in October 2020 commenced the process of building on this framework to develop a Reconciliation Action Plan. It is an important milestone for Q Shelter in our journey to meaningfully contribute to reconciliation in Queensland.

Q Shelter commits to respectful and meaningful engagement with Aboriginal and Torres Strait Islander peoples and acknowledges that Aboriginal and Torres Strait Islander Queenslanders are:

- Six-times more likely to experience homelessness than other Queenslanders.
- Twice as likely to be living in severely-crowded dwellings, compared to other Queenslanders.
- Approximately half-as-likely to achieve home-ownership than other Queenslanders.
- Typically experience lower housing security than other households.¹

1.2 The process of developing the Q Shelter Innovate Reconciliation Action Plan

In mid-2019, Q Shelter documented existing practices intended to contribute to reconciliation and in October 2020 launched a formal project to commence the development of a Plan using the process prescribed by Reconciliation Australia. Q Shelter commenced engagement with Reconciliation Queensland and with a working group in October 2020. At this time, Q Shelter also engaged the assistance of mentor Uncle Joe Kirk who serves as the Q Shelter Reconciliation Action Plan advisor.

The Reconciliation Action Plan Working Group established Terms of Reference and met several times with Uncle Joe. The Working Group also met on its own to understand the framework for developing a Reconciliation Action Plan. The Working Group will continue to monitor implementation of the Plan once it has been approved.

1.3 Our vision for reconciliation

Q Shelter envisions a future where every Aboriginal and Torres Strait Islander person has a home and where Aboriginal and Torres Strait Islander peoples' views, interests and unique cultures continue to guide and inform the housing and homelessness sector to foster respectful, responsive and collaborative solutions.

¹Source: A Better Housing Future: Aboriginal and Torres Strait Islander Housing Action Plan 2019-2023).

All people must have fair and equitable access to housing, health and employment that meets their needs and enables wellbeing and prosperity. The solutions to homelessness and housing need must ensure self-determination and the leadership of Aboriginal and Torres Strait Islander peoples in all aspects of service delivery and policy development.

We will work for policy and investment in the solutions to housing need and homelessness impacting Aboriginal and Torres Strait Islander peoples in Queensland. We envision a future where the broader housing and homelessness sector has the capability and commitment to contribute to cultural safety across all funded services. Our vision is that solutions to housing need and homelessness across the State, are actively addressing the needs of Aboriginal and Torres Strait Islander peoples in a context where there is significant over-representation among people presenting to homelessness services and social housing providers. We will seek to collaborate with Aboriginal and Torres Strait Islander people in Government and in community-controlled frontline services and programs to establish agreements about the most effective ways Q Shelter can support their efforts.

1.4 About Q Shelter: our core business and descriptive overview

Q Shelter is a state-wide peak body for housing and homelessness services.

Q Shelter's vision is that every Queenslanders has a home. Our purpose is to lead solutions that address housing need and homelessness.

Q Shelter works across three strategic outcomes including:

Influence:	We work to influence solutions to housing need and homelessness
Capacity:	We build capacity to deliver solutions to housing need and homelessness
Organisational strength:	We invest in Q Shelter's strength, sustainability and future.

Q Shelter is a state-wide organisation. Q Shelter currently employs 22 staff (18 FTE), and various contractors to deliver specific projects. At present Q Shelter does not hold information on whether current staff and contractors identify as Aboriginal and/or Torres Strait Islander peoples. We will work to update our processes for information collection about staff and the management committee to better understand and monitor this.

We have regionally based positions in Redlands, Brisbane, Cairns, Mackay, Townsville and Logan. Our Brisbane-based team works across diverse regions and we convene regional representatives twice a year to understand regional needs and advance solutions to Government in a structured way.

Q Shelter's sphere of influence includes:

- Housing and homelessness organisations throughout Queensland who are our members and who are engaged as stakeholders through participation in engagement, learning and other events
- Committed individuals who are our members and stakeholders and who work privately and professionally to improve housing outcomes
- Various other human services with an interest in solutions to housing need and homelessness
- Queensland Department of Communities, Housing and the Digital Economy as key funding and policy body for housing and homelessness solutions.

We work with a sector that delivers direct services to people experiencing homelessness and housing need.

1.5 Why Q Shelter is developing a Reconciliation Action Plan (RAP)?

The development of a Reconciliation Action Plan will assist Q Shelter to build on a Reconciliation Framework developed in mid-2019. This RAP will help Q Shelter to implement the structures, policies and processes needed to embed reconciliation in real and measurable ways within our organisation and in our work across Queensland to address homelessness and housing need.

1.6 Priority focus

Q Shelter has nominated a range of actions for an Innovate Reconciliation Action Plan. We consider the following priorities particularly important for our focus:

- Respectful engagement with Aboriginal and Torres Strait Islander organisations in our sector and in the community
- Procurement activities supportive of Aboriginal and Torres Strait Islander businesses and services
- Increasing the diversity of staff, management committee and contractors
- Celebrating and amplifying Aboriginal and Torres Strait Islander cultures
- Supporting the provision of sector capacity and capability activities focussed on cultural safety and developing the cultural capabilities of our team
- Ensuring transparency in reporting our progress.

1.7 Reconciliation Action Plan Champion

The Reconciliation Action Plan is championed internally by the Executive Director.

Q Shelter's Reconciliation Action Plan is approved by the Q Shelter Management Committee and operationalised at all levels of the organisation. The Reconciliation Action Plan Working Group has an approved Terms of Reference and provides oversight and reporting on progress.

1.8 The Q Shelter Reconciliation Action Plan Working Group and Advisory Group

The Reconciliation Action Plan Working Group includes the following roles at Q Shelter:

- Executive Director
- Sector Capacity Team Leader
- Project Support – Engagement
- Support Coordinator – Mackay
- Advisor – Uncle Joe Kirk (identifies as a First Nations' Elder)

1.9 Q Shelter's journey with Reconciliation

Over its history, Q Shelter has undertaken a range of activities reflecting our commitment to reconciliation:

- Delivery of cultural safety training to members and other stakeholders in the housing and homelessness sector
- Participation in and support for NAIDOC Week activities
- Capacity building support to Aboriginal and Torres Strait Islander community housing providers
- Acknowledgement of Traditional Owners and Elders
- Procurement and precinct improvements that celebrate Aboriginal and Torres Strait Islander leaders and cultures, which included building a Reconciliation Garden and procurement of art works and cultural artefacts
- Improvements to Q Shelter recruitment processes.

1.10 Case studies

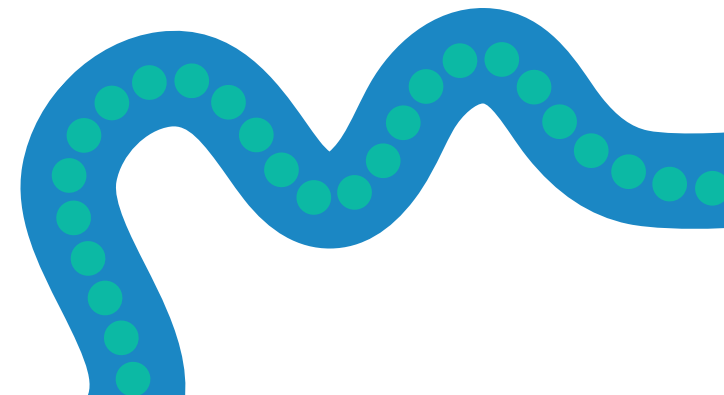
Providing capacity building support to Aboriginal and Torres Strait Islander organisations to achieve registration under the National Regulatory System for Community Housing

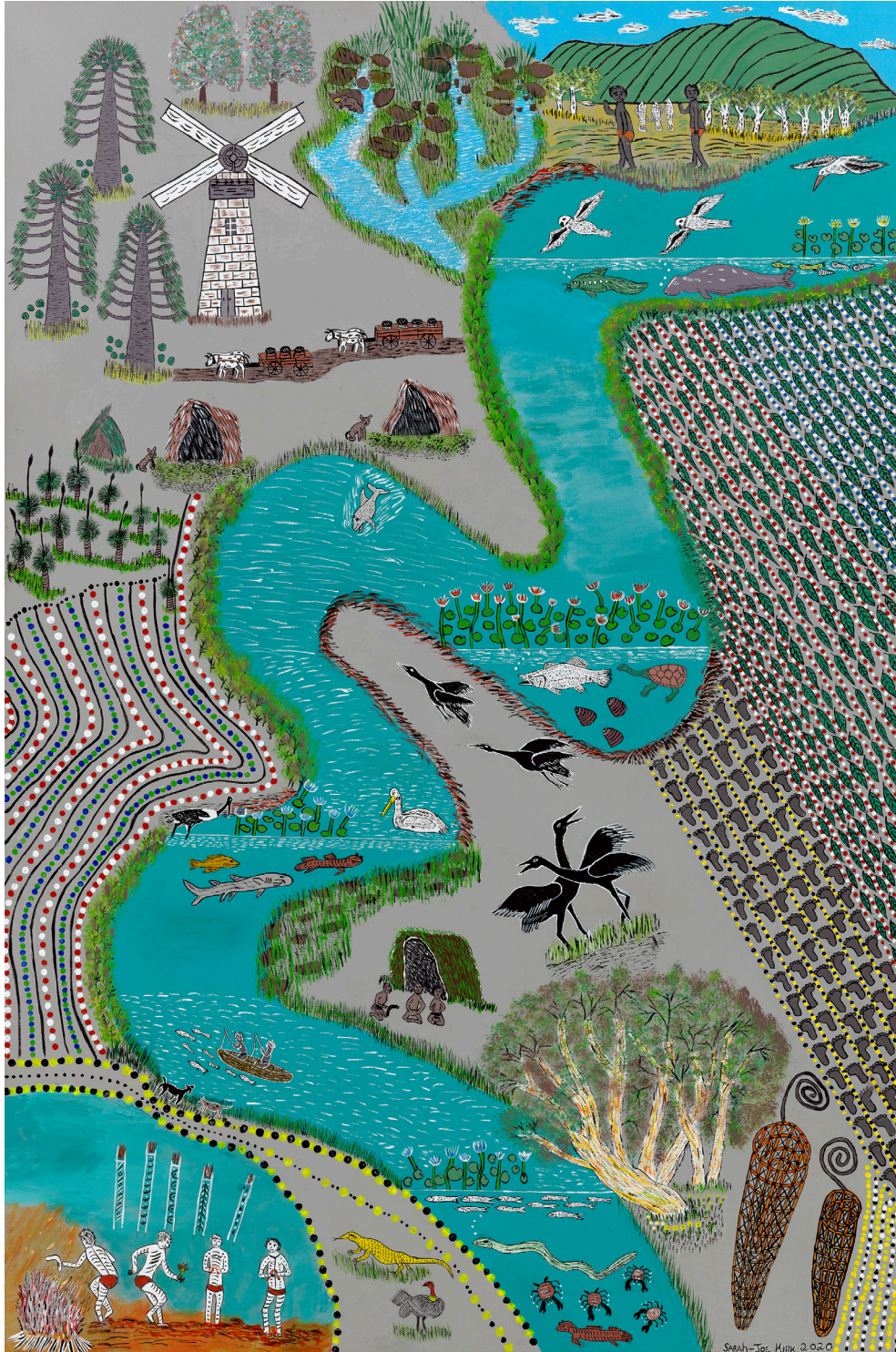
Across 2013-2014, Q Shelter was specifically funded to provide assistance to Aboriginal and Torres Strait Islander organisations in the process of being registered under the National Regulatory System for Community Housing (NRSCH). This was in the context that our funded role was to provide this assistance to all community housing providers in the State.

This process was challenging for all organisations including the broader housing sector. In the process, we realised that doing things for organisations to become registered was not a helpful approach. It made us reflect on the importance of respecting cultures and that we didn't really know enough to be helpful in deeper and more sustainable ways. We continue to respond when we get requests for assistance however, we realise our limitations as we are not community led. The vital importance of self-determining organisations led by people who are First Nations' people became much more real to us.

We also know that there are risks when an external provider does things 'for' organisations as they may not own the procedures that were developed or documented. This approach can cause risks to emerge during subsequent compliance phases of registration. It has changed the way we work with all organisations to reflect better methods which aim to empower and build sustainability. This includes:

- Not completing registration or compliance activities for organisations
- Using supportive facilitation to help organisations develop their own plans and strategic direction
- Ensuring we support and respect the role of the funded First Nations' led housing peak body in Queensland.





The Precinct Project

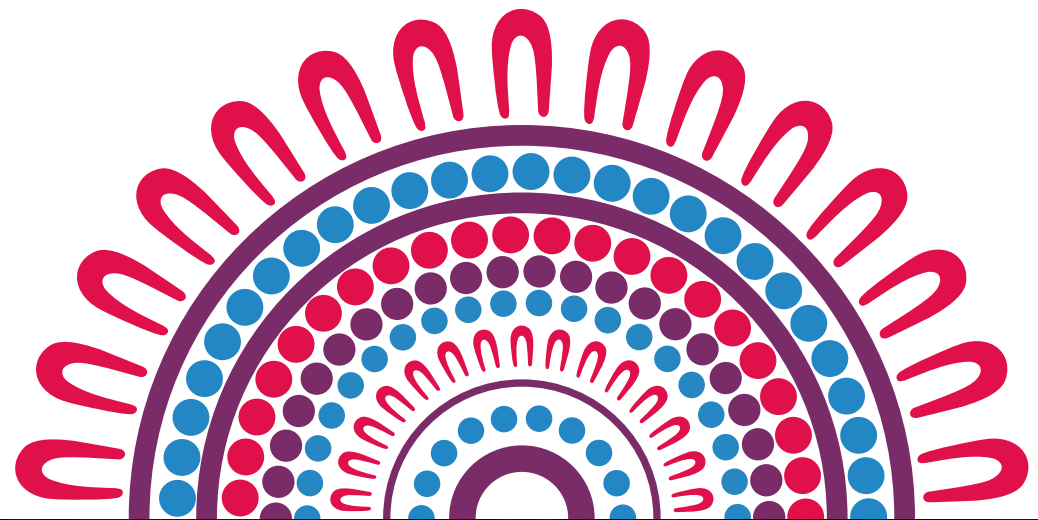
In 2019 we embarked on a garden restoration project at the Lady Bowen Precinct.

Until then, the gardens had been developed in an ad-hoc manner with little thought to how they might complement the precinct and contribute to the lives of the residents living in nearby social housing and boarding houses.

The project included the development of a Mural painted by Aboriginal artists Uncle Joe Kirk, Sarah Kirk, and various installations that outline the histories of the precinct including the significance of being located near to Boundary Street.

The project also included hand-painted totems themed to acknowledge the Lady Bowen Lying-In hospital which was a maternity hospital for vulnerable women of Brisbane who may not have otherwise received maternity care. These totems painted by Uncle Joe Kirk, and his Grandson Charlie Chambers, have images of dwellings where Aboriginal people once lived. The garden now also includes a bush tucker area. There are further plans to document stories about Aboriginal histories and use art installations to tell those stories for the benefit of the precinct and broader community.

The new garden area enables Q Shelter to better host precinct events with diverse stakeholders in an area which looks beautiful and also educates people about Aboriginal histories. Most importantly, the garden continues to be looked after by local social housing tenants and improves the amenity and outlook where they live and we work





2. Q Shelter Innovate Reconciliation Action Plan April 2022-April 2024

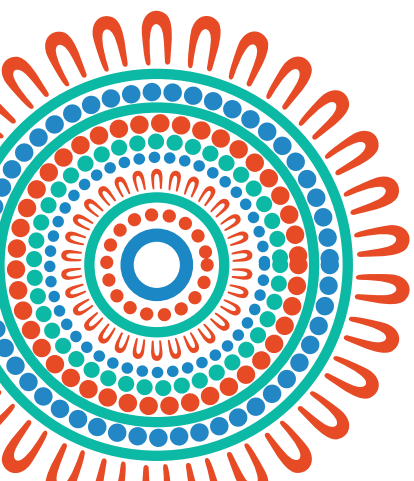
2.1 Innovate Reconciliation Action Plan goal: Relationships

Q Shelter knows that the mainstream housing and homelessness system is contacted by a significant number of people seeking assistance who identify as Aboriginal and Torres Strait Islander people. To be an effective peak body with responsibilities for capacity building and influencing policy and program development we need to ensure that we are helping build a system that is culturally safe where the solutions are effective for extremely vulnerable people from First Nations' communities. Building relationships and collaborating with Aboriginal and Torres Strait Islander peoples across Government and community controlled frontline services and programs will support these efforts.

Focus area: Relationships align to Q Shelter's strategic outcome of sector capacity which includes various projects and activities focused on engagement. Q Shelter's strategic plan includes values of respect, inclusion, access, equity, rights, diversity and collaboration. Q Shelter's vision is that every Queenslanders has a home.



Actions	Deliverables	Responsibility		Timeline
		Lead	Others	
1. Establish and maintain mutually beneficial relationships in relation to housing and homelessness matters with Aboriginal and Torres Strait Islander stakeholders and organisations.	1. IQ Shelter will seek to collaborate with Aboriginal and Torres Strait Islander people in Government and in community-controlled frontline services and programs to establish agreements about the most effective ways Q Shelter can support their efforts.	MC	MT	June 2022 September 2022 November 2022
	2. Q Shelter's annual engagement plan will include specific actions designed to engage and include Aboriginal and Torres Strait Islander stakeholders and organisations in Q Shelter's activities, products and services.	SCL	Sector Capacity Team Service Integration Team MC	July 2022
	3. Aboriginal and Torres Strait Islander stakeholders and organisations will be invited to all sector engagement activities offered by Q Shelter as part of our funded work plan.	MPSE	SCTL	Monthly e-news Monthly bulletin Review Nov 2023
	4. Q Shelter will measure and report participation and engagement by Aboriginal and Torres Strait Islander stakeholders in services, products and events.	M	SCTL	Monthly from July 2022 Review Nov 2023
	5. Q Shelter will encourage and respond to requests for sector capacity services and products from Aboriginal and Torres Strait Islander organisations	MPSE	SCTL	Ongoing with annual reviews in June 2022 and 2023



Actions	Deliverables	Responsibility		Timeline
		Lead	Others	
2. Build relationships through celebrating National Reconciliation Week (NRW).	1. Q Shelter will circulate Reconciliation Australia's NRW resources and reconciliation materials to staff, members and stakeholders through the Deck (clearing house), Housing Matters E-News, Staff SharePoint and the Q Shelter Bulletin.	M	MT	June 2022 and 2023
	2. Staff and senior leaders will be encouraged and enabled to participate in an external event to recognise and celebrate NRW.	ED	MT	27 May-3 rd June 2022 and 2023
	3. Encourage staff and senior leaders to offer practical support through volunteering for an external NRW event where appropriate.	ED	MT	27 May-3 rd June 2022 and 2023
	4. RWG will participate in at least one external NRW event. 5.	ED	RWG	27 May-3 rd June 2022 and 2023
3. Promote reconciliation through our sphere of influence.	1. The Reconciliation Action Plan Working Group will plan sessions with the Q Shelter team as part of the Staff Meeting to expand cultural awareness and build capacity to be active allies in reconciliation work.	ED	MT	July 2022 September 2022 April 2023 June 2023
	2. Q Shelter will promote events, resources, stories and services that advance reconciliation through email signatures, websites, newsletters, social media and other publications.	MC	Administration Team	Website changes by September 2022 Monthly through bulletin and e-news Review Nov 2023
	3. Q Shelter will display and promote artwork by Aboriginal and Torres Strait Islander artists at Q Shelter headquarters and in the annual report.	MC	Administration Team	Review November 2022 and November 2023
	4. Q Shelter will continue to display and acknowledge Aboriginal and Torres Strait Islander artists and art works prominently throughout Q Shelter workspaces and in the precinct garden	ED	MT	Ongoing Review Nov 2023
	5. Q Shelter will create specific opportunities to involve Aboriginal and Torres Strait Islander stakeholders, leaders and Elders at key events such as the CEO and Leaders' Forum, Regional Representatives Forums and the AGM.	ED MSP	SCT	Ongoing and for review each year in July 2022 and July 2023

6.	Q Shelter will have dialogue with other peak organisations about our collective approach to advancing reconciliation including through the Housing and Homelessness Peaks' Partnership convened by Q Shelter.	ED	MT	2 nd Tuesday in January, April, May, July, September, November in 2022 and 2023
7.	Invite Aboriginal and Torres Strait Islander individuals with lived experience and/or professional knowledge of contemporary housing and homelessness issues faced by Aboriginal or Torres Strait Islander peoples, to present at Q Shelter forums.	ED SCTL	SCT	June 2022 November 2022
8.	Q Shelter will continue to display and acknowledge Aboriginal and Torres Strait Islander artists and art works prominently throughout Q Shelter workspaces and in the precinct garden.	ED	MCM	Due dates for publications Review Nov 2023
9.	Q Shelter will promote Aboriginal and Torres Strait Islander artists to staff and to the sector.	ED	MCM	Ongoing For review July 2022, 2023
10.	Collaborate with organisations in the RAP program network and/or other like-minded organisations to develop innovative approaches to advance reconciliation.	ED	MT	Review Nov 2022 and Nov 2023

4.

Promote positive race relations through anti-discrimination strategies. Foster relationships that enable First Nations self-determination throughout the housing and homelessness sector.

1.	Q Shelter will review HR policies and procedures to ensure continuous improvements to the Code of Conduct and employment and procurement policies to promote Reconciliation.	COO	ED	January 2023 July 2023
2.	Q Shelter will regularly review the anti-discrimination policy and procedure and ensure improvements are incorporated into documents and practice.	COO	ED	July 2022 July 2023
3.	Q Shelter will ensure all staff are provided with an induction that includes an orientation to the anti-discrimination policy and procedure.	COO	MT	Ongoing For review July 2022, 2023
4.	Q Shelter will include regular updates on policies and procedures including the Reconciliation Action Plan, anti-discrimination policy and procedure and Code of Conduct at the staff meeting.	COO	ED	Fortnightly team meetings Review July 2022 Review July 2023
5.	Q Shelter will formally engage an Aboriginal Elder as a mentor to guide the implementation of the Reconciliation Action Plan and Anti-Discrimination Policy and Procedure.	ED JK	COO	April 2022

6.	Q Shelter will actively engage with Aboriginal and Torres Strait Islander Housing Queensland for advice on the implementation of products and services to the broader housing and homelessness sector.	ED	SCTL	Ongoing For review July 2022, 2023
7.	Q Shelter will engage a First Nations' contractor/provider to educate the Q Shelter management committee and staff team on the effects of racism.	ED	SCTL SII TL	February 2023
8.	Q Shelter will actively support and promote collaboration with First Nations organisations to enable the practice of self-determination throughout the housing and homelessness sector.	ED	SCTL	Ongoing For review July 2022, 2023
9.	Q SHELTER will encourage and monitor participation by Aboriginal and Torres Strait Islander peoples and organisations in the Service Integration Initiative (SII) care coordination groups.	TLSII	SII Team	Monthly reviews Monitor Nov 2022 and 2023

2.2 Innovate Reconciliation Action Plan goal: Respect

The housing and homelessness sector are engaged with many Aboriginal and Torres Strait Islander peoples who experience housing need and homelessness. It is vital that the broader sector including Q Shelter, our members and other stakeholders are engaged in learning experiences that show and build respect for First Nations' peoples. Q Shelter will work respectfully with Aboriginal and Torres Strait Islander Housing Queensland to ensure that self-determination is actively supported and to ensure Aboriginal and Torres Strait Islander people's views, interests and unique cultures continue to guide and inform the housing and homelessness sector.

Focus area: Respect aligns with Q Shelter's Strategic Plan values of respect, inclusion, collaboration and access.



Actions	Deliverables	Responsibility		Timeline
		Lead	Others	
5. Establish and maintain mutually beneficial relationships in relation to housing and homelessness matters with Aboriginal and Torres Strait Islander stakeholders and organisations.	1. Conduct a review of cultural learning needs within our organisation.	ED	COO	July 2022 July 2023
	2. Staff performance reviews will include specific reference to cultural competency and staff will be supported to access to professional development opportunities.	COO	MT	July and January in 2022, 2023
	3. Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	ED	COO	September 2022
	4. Ensure Q Shelter's workforce development program will include cultural safety training and other learning experiences focussed on cultural safety.	ED	COO	November 2022
	5. All Q Shelter staff will participate in cultural safety training.	ED	COO	November 2022

Actions	Deliverables	Responsibility		Timeline
		Lead	Others	
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	1. Q Shelter staff are provided with an induction and guidelines on acknowledging the Traditional Owners of the lands where we meet. This will include guidance on when and how to organise Welcome to Country at larger events.	ED	COO MT	April 2022
	2. Q Shelter's ED and COO will develop a cultural protocol document to guide staff. The document will be part of induction and will be available at all times on SharePoint. The document will be used to guide staff and management committee members.	ED	COO GB	June 2023
	3. Q Shelter will engage Traditional Owners to provide a Welcome to Country at a minimum of two larger events such as conferences.	ED	MT	Ongoing Review Nov 2022 and 2023
	4. Q Shelter staff and management committee will conduct an appropriate Acknowledgement of Country at the beginning of each internal and external meeting/event. The Acknowledgement at each meeting will be conducted by the most senior. Q SHELTER representative present at the time.	ED	All staff	Ongoing Review November 2022 and 2023
	5. Q Shelter will include a written acknowledgement on all emails, written correspondence and all externally facing publications including the bulletin, Housing Matters and Annual Reports	MC	COO	April 2022
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week and other culturally significant dates.	1. Q Shelter Staff will participate in an external NAIDOC Week event..	MC	MSP	4 th – 11 th July (NAIDOC Week)
	2. Q Shelter will contact NAIDOC Week organisers and offer assistance as volunteers.	SCTL	MT	June 2022, 2023
	3. Q Shelter will include promotion of NAIDOC week event/s and other culturally significant dates in communications and social media.	MCM	ED	July 2022 and 2023 (NAIDOC) 26 th May 2022, 2023 (Sorry Day) 26 th May – 3 rd June 2022, 2023 (NRW)

Actions	Deliverables	Responsibility		Timeline
		Lead	Others	
8. Increase respect and cultural safety of Aboriginal and Torres Strait Islander peoples within the broader housing and homelessness services sector.	1. Q Shelter will identify and strategise ways to offer cultural safety training and information about culturally safe practices to the housing and homelessness sector.	SCTL	SCT	February 2023 and February 2024
	2. Q Shelter will offer cultural safety training and information about culturally safe practices to the housing and homelessness sector.	SCTL	SCT	November 2022 November 2023
	3. Q Shelter's The Deck website will include a specific section on Aboriginal and Torres Strait Islander housing and homelessness needs and solutions to support the Sector to respond effectively to the needs of Aboriginal and Torres Strait Islander people and organisations.	SCTL	MCM	November 2022
	4. Support the development a cultural safety framework with the Aboriginal and Torres Strait Islander Housing Queensland housing peak for housing and homelessness services	ED	SCTL	April 2024

2.3 Innovate Reconciliation Action Plan goal: Opportunities

Employment, procurement and access to leadership and governance roles is a vital way to ensure progress towards reconciliation because it creates practical and meaningful opportunities to build equity for First Nations peoples' economic participation. It also changes workplace dynamics and relationships when people who identify as Aboriginal and Torres Strait Islander people are embedded within organisations. People embedded in an organisation in various roles are able to exert influence and challenge attitudes and practices on a day to day basis.

Focus area: Opportunities aligns with Q Shelter's values access, participation, inclusion and rights.



Actions	Deliverables	Responsibility		Timeline
		Lead	Others	
<p>9.</p> <p>Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</p>	<p>1. Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities by:</p> <ul style="list-style-type: none"> maintaining data on staff profiles to drive continuous improvements to employment and procurement strategies and professional development plans. collecting data on culture and relevant work experience through the Q Shelter Skills Matrix monitoring applications for vacant positions by Aboriginal and Torres Strait Islander peoples. 	COO	MT	<p>From August 2022</p> <p>Annual review in August 2022, 2023</p>
	<p>2. Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.</p>	ED	COO	June 2023
	<p>3. Q Shelter will ensure recruitment panel members have completed cultural safety training to assist with their understanding of issues which may potentially disadvantage Aboriginal and Torres Strait Islander applicants during recruitment processes.</p>	COO	MT	From July 2022 and then reviewed in July 2023.

Actions	Deliverables	Responsibility		Timeline
		Lead	Others	
4.	<p>Q Shelter will advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.</p> <ul style="list-style-type: none"> Q Shelter will actively encourage and support Aboriginal and Torres Strait Islander peoples to apply for vacant positions, consultancies and contract roles including through use of Black Business directories and specialised recruitment companies and platforms. Q Shelter will also engage the Reconciliation Action Plan Advisory Group in promoting and encouraging Aboriginal and Torres Strait Islander peoples to apply for vacant positions and contract roles at Q Shelter. Q Shelter will advise the Aboriginal and Torres Strait Islander Housing Peak Body of employment opportunities at Q Shelter. 	COO	MT	Annual review in August 2022, 2023
5.	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce to 4%.	ED	MT GB	June 2023

10.

Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.

1.	Q Shelter will identify opportunities to procure goods and services from Aboriginal and Torres Strait Islander peoples and organisations and monitor procurement activities.	COO	MT	August 2022
2.	Report publicly on the total procurement spend directed to Aboriginal and Torres Strait Islander peoples and enterprises.	COO	MT	November 2022 and 2023
3.	Q Shelter will use Supply Nation Register and will seek other registers of Aboriginal and Torres Strait Islander businesses in Qld.	COO	MT	Ongoing Review November 2023
4.	Q Shelter will encourage Aboriginal and Torres Strait Islander consultants to add their details to the Q Shelter Consultants' panel.	COO	MT	July 2022
5.	Q Shelter will engage and commission Aboriginal and Torres Strait Islander artists and art works for display throughout Q Shelter workspaces and in the precinct garden.	ED	MT	Ongoing Review November 2023
6.	Review and update procurement policies and procedures to ensure the barriers for procuring goods and services from Aboriginal and Torres Strait Islander businesses are reduced.	CO	MT	July 2022
7.	Develop at least one commercial relationship with an Aboriginal and/or Torres Strait Islander owned business.	SCTL	MT	November 2022



2.4 Innovate Reconciliation Action Plan goal: Governance

Governance processes at Q Shelter ensure oversight, monitoring and evaluation of performance. The measures in this sector provide a framework for monitoring and continuously improving the performance of the Reconciliation Action Plan.

Focus area: Governance aligns with Q Shelter’s values of inclusion and rights.



Actions	Deliverables	Responsibility		Timeline
		Lead	Others	
11. Establish and maintain an effective Reconciliation Action Plan Working group (RWG) to drive governance of the Reconciliation Action Plan.	1. Q Shelter will ensure the inclusion of an Aboriginal or Torres Strait Islander representative on the Reconciliation Working Group.	ED	RWG	April 2022 and then reviewed in June 2022, 2023
	2. Q Shelter will maintain and apply a Terms of Reference for the RWG.	ED	COO	Review July 2022, 2023
	3. RWG will meet to monitor the implementation of the Reconciliation Action Plan.	ED	RWG	May and October 2022 May and October 2023

12.

Provide appropriate support for effective implementation Reconciliation Action Plan commitments.

1.	Q Shelter will define resource needs for Reconciliation Action Plan implementation.	ED	COO	Budget development process June 2022 and 2023 (Budget development process) Quarterly budget review process
2.	The Management Team and Management Committee will regularly review the progress of the plan and address issues and opportunities as they emerge.	ED	MT MC	Standing agenda item for all management team meetings and management committee meetings Review November 2023
3.	Capture data and progress in Q Shelter reports to funding bodies, members and the management committee.	ED	MT	Monthly traffic light reports Bi-annual management committee and funding body reports: August 2022; February and August 2023; February 2024
4.	Ensure there is an internal Reconciliation Action Plan champion from senior management.	ED	MT	July 2022

Actions	Deliverables	Responsibility		Timeline
		Lead	Others	
13. Build accountability and transparency through reporting Reconciliation Action Plan achievements, challenges and learnings both internally and externally.	1. Ensure Q Shelter's primary and secondary contacts are up-to-date to ensure we are receiving important correspondence from Reconciliation Queensland.	ED	RWG	June 2022 June 2023
	2. Follow up with reconciliation Australia to receive our unique reporting link to participate in the RAP Impact Measurement Questionnaire.	ED	COO	August 2022 August 2023
	3. Complete and submit the annual Reconciliation Action Plan Impact Measurement Questionnaire to Reconciliation Australia (RA).	ED	COO	September 2022 September 2023
	4. Report Reconciliation Action Plan progress to all staff and senior leaders in bimonthly board reports.	ED	MT	Quarterly report
	5. The Q Shelter staff meeting agenda will include a standing item to discuss and progress the implementation of the Reconciliation Action Plan.	ED	COO	Ongoing Review November 2023
	6. Publicly report our Reconciliation Action Plan achievements, challenges and learnings, annually in the Annual Report.	ED	MT	November 2022 and November 2023
	7. Investigate participating in Reconciliation Australia's biennial Workplace Reconciliation Action Plan Barometer. <ul style="list-style-type: none"> The Workplace Reconciliation Action Plan Barometer (WRB) is a survey to monitor reconciliation at the workplace level and in organisations with a Reconciliation Action Plan. 	ED	COO	April 2023
14. Continue our reconciliation journey by developing our next Reconciliation Action Plan.	1. Register via Reconciliation Australia's website to begin developing our next Reconciliation Action Plan.	ED	COO	April 2024



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