



Innovate Reconciliation Action Plan

August 2025 - August 2027

 **SHELTER**
Because home matters


RECONCILIATION
ACTION PLAN
INNOVATE

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Acknowledgements

Q Shelter acknowledges the Traditional Owners of the lands on which we work and gather across Queensland. We pay our respects to Elders past, present, and emerging, and recognise their ongoing connection to land, sea, and community. We honour the rich cultural heritages of Aboriginal and Torres Strait Islander peoples and their continued contribution to the housing and homelessness sector. We are committed to walking together in the spirit of reconciliation, working collaboratively to create a future where all Queenslanders have access to safe, affordable, and culturally appropriate housing.



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 people with lived experience of unmet housing need or homelessness.

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

1. Advocacy and Influence
2. Capacity and Capability
3. Organisational Strength

In addition, three other symbols represent 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.





About The Artist

Aboriginal Artist and Graphic Designer - Lani Balzan

Meet Lani Balzan, a proud Aboriginal woman from the Wiradjuri people of the three-river tribe. Though her family roots lie in Mudgee, she grew up traversing various regions of Australia, finally finding her home in Queensland, Australia.

Lani is an Aboriginal artist and graphic designer specialising in designing Aboriginal canvas art, graphic art, logos, Reconciliation Action Plans and document design.

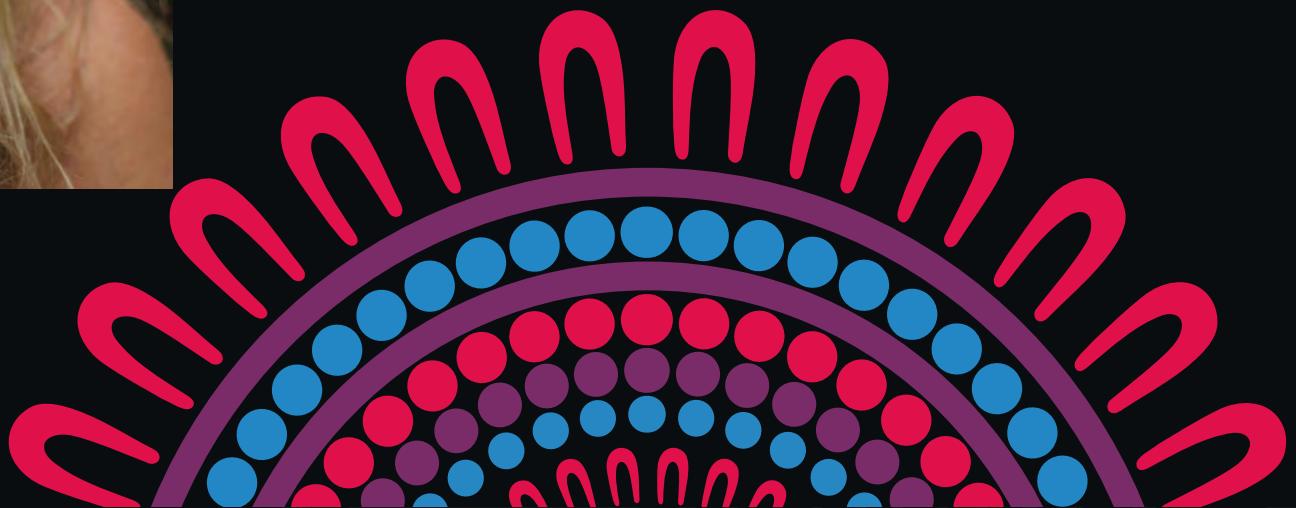
In 2016 Lani was announced as the 2016 NAIDOC Poster Competition winner with her artwork 'Songlines'. This poster was used as the 2016 NAIDOC theme across the country.

With over a decade of experience under her belt, Lani has achieved consistent success throughout the country. One of her biggest aspirations is to strengthen her connection to her culture and contribute to the journey of reconciliation, bringing people and communities together to appreciate the richness of Australia's unique and vibrant Indigenous culture. Through her mesmerising art, Lani Balzan continues to make a profound impact, celebrating heritage, and fostering unity in the diverse tapestry of Australia's cultural landscape.

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www.aboriginalartbylani.com.au



Message From The Q Shelter CEO

At Q Shelter, reconciliation is at the heart of our mission to create a fair and inclusive housing system for all Queenslanders. Our Innovate Reconciliation Action Plan (RAP) reflects our deep commitment to building strong, respectful and collaborative relationships with Aboriginal and Torres Strait Islander peoples and communities. Through this plan, we strive to embed reconciliation into every aspect of our work—from policy advocacy to capacity building within the housing and homelessness sector.

We recognise the significant challenges that First Nations peoples face in accessing safe, affordable, and culturally appropriate housing. As we move forward on our reconciliation journey, Q Shelter is committed to working in partnership with Aboriginal and Torres Strait Islander housing organisations, listening to their voices, and ensuring their leadership shapes housing solutions that impact their communities.

Our RAP is more than a document—it's a living commitment to action. It guides Q Shelter in creating opportunities for First Nations employees, supporting cultural safety in our workplace, and advocating for systemic change to address the housing inequities faced by Aboriginal and Torres Strait Islander peoples.

I am proud to lead Q Shelter on this journey of reconciliation, and I look forward to the work we will do together to create a more just and equitable future. Thank you for your support in this important mission, and I invite you to walk with us as we continue to drive meaningful and lasting positive change for all Queenslanders.

Warm regards,
Fiona Caniglia
Chief Executive Officer Q Shelter



Message From The Reconciliation Australia CEO

Reconciliation Australia commends Q Shelter on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP).

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Q Shelter continues to be part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Q Shelter will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Q Shelter using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for Q Shelter to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Q Shelter will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Q Shelter's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations Q Shelter on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Yugambeh man Luther Cora performing the Welcome to Country at the June 2025 Q Shelter CEO and Senior Leaders Lunch and Forum.



1.1 Introduction Into Q Shelter's Innovate RAP

As a peak body dedicated to ending homelessness and housing insecurity in Queensland, Q Shelter recognises the disproportionate impact these issues have on Aboriginal and Torres Strait Islander peoples. In response, our Innovate Reconciliation Action Plan (RAP) for 2025–2027 demonstrates our dedication to fostering reconciliation through deep listening, shared learning and intentional action.

The Innovate RAP framework guides us to strengthen our internal practices and external relationships to advance reconciliation across the housing and homelessness sector. Through this RAP, we aim to deepen our cultural competency, engage meaningfully with Aboriginal and Torres Strait Islander communities, and embed principles of respect, relationships and opportunities into every aspect of our work.

This RAP reflects Q Shelter's commitment to reconciliation as an ongoing journey. Through collaborative partnerships with First Nations peoples, communities, and organisations, we aim to create safe spaces and co-creation of solutions that address systemic barriers to housing equity.

Key objectives of the 2025–2027 Innovate RAP include:

- Building relationships: Strengthening partnerships with Aboriginal and Torres Strait Islander stakeholders to co-design culturally safe and inclusive housing solutions.
- Demonstrating respect: Embedding cultural protocols and practices across all Q Shelter programs and activities.
- Creating opportunities: Supporting pathways for employment, leadership, and capacity-building for Aboriginal and Torres Strait Islander peoples within the housing sector.
- Advocating for change: Driving sector-wide advocacy to address structural inequalities and amplify the voices of First Nations communities in housing policy.

This Innovate RAP is both a roadmap and a commitment to action, holding Q Shelter accountable to measurable outcomes that contribute to reconciliation. We look forward to walking this journey together with our staff, stakeholders, and communities, guided by the wisdom and leadership of Aboriginal and Torres Strait Islander peoples.

Through this RAP, Q Shelter takes another step toward a more equitable, inclusive, and reconciled Australia. Together, we can achieve housing outcomes that respect the dignity, rights, and aspirations of all people.



1.2 Our Vision For Reconciliation

Q Shelter envisions a Queensland where Aboriginal and Torres Strait Islander peoples are empowered, respected, and represented in all aspects of housing. Our vision is one of equity and justice, where the housing sector fosters meaningful opportunities for Aboriginal and Torres Strait Islander communities and works collaboratively to ensure systemic change that benefits First Nations peoples.

Q Shelter's vision for reconciliation is grounded in:

- Empowering Aboriginal and Torres Strait Islander voices in decision-making and leadership roles.
- Improving housing access and equity for First Nations communities to achieve housing equity with non-Indigenous communities.
- Collaborating on housing solutions that reflect the unique cultural needs of Aboriginal and Torres Strait Islander peoples.
- Advocating for policy reforms at all levels of government that drive fair housing outcomes
- Creating a culturally safe workplace where Aboriginal and Torres Strait Islander employees and partners feel respected and valued.
- Partnering with First Nations Housing co-operatives and organisations creating sustainable, culturally appropriate housing solutions led by communities.
- Delivering capacity-building measures such as targeted support, training, and resources, to strengthen Aboriginal and Torres Strait Islander organisations, empowering them to deliver sustainable, culturally sensitive housing solutions.

Statement about our vision: Q Shelter's vision for reconciliation is one where housing serves as a foundation for empowerment, cultural respect, justice and advancement for Aboriginal and Torres Strait Islander peoples. By increasing the visibility of First Nations leadership, fostering stronger partnerships, and ensuring Aboriginal and Torres Strait Islander perspectives are at the forefront of decision-making, we are committed to creating measurable, lasting improvements in housing access and equity for all Aboriginal Torres Strait Islander communities across Queensland. Through collaborative efforts and capacity-building, we will work to achieve sustainable solutions that honour the cultural identities and needs of First Nations peoples.



1.3 About Us

Q Shelter (Queensland Shelter) is Queensland's peak body for the housing and homelessness sector. Our vision is simple yet powerful: Every Queenslander has a home.

At Q Shelter, our mission is to lead and inspire solutions that directly respond to housing needs and homelessness. We do this by influencing critical policy decisions, advocating for investment in sustainable solutions, and building the capacity of the sector to deliver real, impactful change.

Our work focuses on three key strategic outcomes:

- Advocacy and Influence:** We shape and promote policies and solutions that address housing needs and homelessness in Queensland.
- Capacity and Capability:** We strengthen the capacity of the sector to deliver effective and sustainable housing solutions.
- Organisational Strength:** We ensure Q Shelter's continued strength, sustainability, and growth for the future.

Our regional approach to stakeholder engagement began in 1991, and has since grown into a statewide network of committed partners, including a membership base of more than 300 individuals and organisations. Founded in 1987, Q Shelter became an incorporated association in 1993, marking a significant step in our journey to drive systemic change.

Today, Q Shelter's sphere of influence is broad, and we collaborate with a diverse membership base and extensive network of stakeholders dedicated to addressing housing needs and homelessness across Queensland. Our engagement activities span working groups, forums, and direct communications, all of which reflect our dedication to a collaborative approach. Through these relationships, we work to build sector capacity, advocate for system improvements, and influence policy and investment to ensure every Queenslander has access to safe, secure and affordable housing.

Our sphere of influence includes the following groups:

- Housing and homelessness organisations:** Not-for-profit organisations, businesses and community groups who provide housing and accommodation and/or deliver support services for people at risk of or experiencing homelessness in Queensland. Many of these organisations are Q Shelter members and engage with us through various activities aimed at improving housing outcomes and sector capacity, including training, development, and engagement events.
- Committed individuals:** Our members and stakeholders include passionate individuals who work both privately and professionally to drive improvements in housing and homelessness solutions. Increasingly, this includes people with lived experience of unmet housing need and/or homelessness. The dedication and expertise of these individuals strengthens the collective impact of our work.
- Human Services sector:** We collaborate with other human services organisations that share a vested interest in addressing housing needs and homelessness. These partnerships enhance our ability to create holistic, integrated solutions.
- Queensland Department of Housing and Public Works:** As our key funding and policy body, we work closely with the Queensland Government to advocate for and implement housing and homelessness solutions that are both effective and sustainable.

Q Shelter is committed to working in partnership with Aboriginal and Torres Strait Islander Housing Queensland (ATSIHQ) and other First Nations-led organisations and communities. By fostering these respectful relationships, we aim to better understand the unique challenges faced by First Nations peoples and co-design solutions that are culturally appropriate, sustainable, and effective. Collaboration with the community housing and homelessness sector is key to ensuring that our strategies improve housing outcomes and empower First Nations communities.

Our approach to governance also reflects this commitment to partnerships and progress. Q Shelter's skills-based Management Committee is composed of individuals with expertise in governance, partnerships and housing systems. Their collective skills are critical for driving improvements in housing and homelessness services and delivering on our broader mission of creating a more inclusive and effective housing system for all Queenslanders.

By leveraging these partnerships and governance structures, Q Shelter continues to strengthen its capacity to lead change and address the pressing housing needs of First Nations peoples across Queensland.

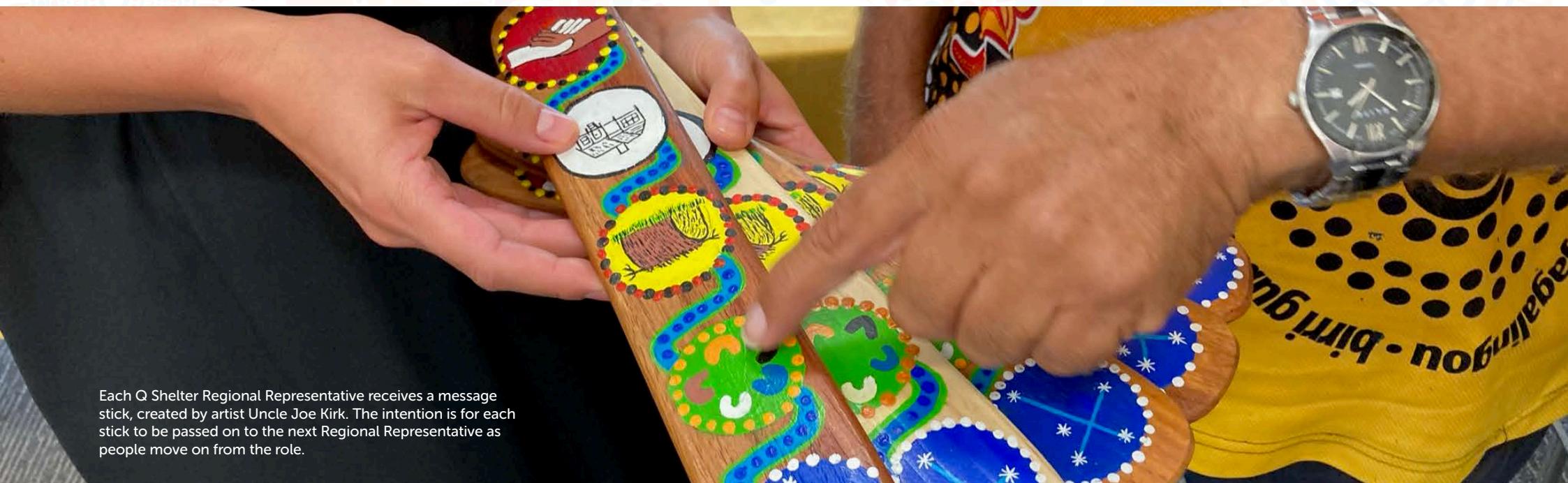
1.4 Why Q Shelter Is Developing A Reconciliation Action Plan (RAP)?

Q Shelter is committed to advancing reconciliation between First Nations peoples and non-Indigenous peoples. Our RAP reflects our dedication to taking meaningful action towards reconciliation, ensuring that these efforts are embedded in everything we do as a peak body.

As a peak body, Q Shelter has the responsibility to lead by example across the housing and homelessness sector. We are a system-level organisation, focused on creating a healthy housing system for all Queenslanders. However, we recognise that First Nations peoples are disproportionately affected by housing stress and homelessness. Developing this RAP is a vital step in addressing these inequities and ensuring that housing is treated as a fundamental human right.

Through this RAP, Q Shelter reaffirms its commitment to supporting the Closing the Gap targets, by recognising that access to safe, secure, and affordable housing is foundational to improving health, education, employment, and community wellbeing outcomes for Aboriginal and Torres Strait Islander peoples. According to the 2023 Closing the Gap Annual Data Compilation Report, over 24% of Aboriginal and Torres Strait Islander people were living in overcrowded dwellings. First Nations peoples remain significantly over-represented in homelessness statistics, making up 32% of the national homeless population, despite comprising only 3.8% of the total population. These figures highlight the urgent need for culturally appropriate and sustainable housing solutions. Q Shelter is committed to advocating for housing systems that elevate First Nations voices and support long-term, community-led outcomes that create lasting positive change. As part of our commitment, we will use the RAP to inform a governance structure review, setting clear targets for First Nations representation within our organisation. This will help ensure that First Nations voices are present at decision-making levels, shaping our policies and programs.

Additionally, the RAP will play a central role in informing Q Shelter's strategic planning, ensuring that reconciliation and the aspirations of First Nations peoples are integrated into our long-term vision and actions. By embedding reconciliation into our core strategies, we will be better positioned to create lasting change and a fairer housing system for everyone in Queensland.



Each Q Shelter Regional Representative receives a message stick, created by artist Uncle Joe Kirk. The intention is for each stick to be passed on to the next Regional Representative as people move on from the role.

1.5 Our RAP Journey

Over its history, Q Shelter has undertaken a range of activities that reflect our ongoing commitment to reconciliation. Each of these actions demonstrates our dedication to building respectful relationships, strengthening cultural understanding, and supporting Aboriginal and Torres Strait Islander peoples in the housing and homelessness sector. Below are the key steps we have taken on our RAP journey:

1. Delivery of Cultural Safety Training by Krueger Consultancy Services

Q Shelter has prioritised delivering cultural safety training to its staff, members and stakeholders across the housing and homelessness sector. This training promotes awareness, respect, and understanding of the unique cultural needs of Aboriginal and Torres Strait Islander peoples, ensuring that our sector is equipped to provide safe and supportive services for all.

2. Participation in and support for NAIDOC Week and National Reconciliation Week activities

Q Shelter actively participates in and supports NAIDOC Week and National Reconciliation Week activities. These events provide important opportunities for reflection, learning, and celebration of the history, culture, and achievements of First Nations peoples. Our involvement underscores our commitment to embedding reconciliation in both our organisational culture and our external relationships.

3. Engagement on Q Shelter position statement on The Voice to Parliament Referendum

Q Shelter engaged extensively with stakeholders to inform our position on The Voice to Parliament referendum in 2023. We believe that having a First Nations Voice enshrined in the Constitution is essential to advancing self-determination and reconciliation. This engagement aligns with our ongoing commitment to fostering inclusive, respectful, and informed dialogue on key issues affecting Aboriginal and Torres Strait Islander communities. Q Shelter was publicly supportive of The Voice and actively campaigned internally and externally to promote the 'Yes' campaign and the impact it would have on housing outcomes for First Nations Queenslanders.

4. Inclusion and consideration in Q Shelter Policy and Investment Framework

Our **Policy and Investment Framework** highlights First Nations peoples as an identified population group who disproportionately and systemically experience unmet housing need and homelessness. This identification in our Policy and Investment Framework ensures that the needs and perspectives of Aboriginal and Torres Strait Islander peoples are considered in our strategic priorities. We work to ensure that investment decisions and policy advocacy are aligned with the goal of improving housing outcomes for First Nations communities across Queensland. Our policy and investment recommendations to government are developed in consultation and collaboration with First Nations partner organisations, including ATSIHQ.

5. Capacity building Support for Aboriginal and Torres Strait Islander Community Housing Providers

Q Shelter provides ongoing **capacity-building support** to Aboriginal and Torres Strait Islander Community Housing Providers (CHPs) through events and training, resources and direct engagement activities. This assistance helps build the skills and resources needed to enhance service delivery, improve housing outcomes, and strengthen governance and sustainability within these vital organisations.

6. Acknowledgement of Traditional Owners and Elders

At every Q Shelter meeting and event, we formally acknowledge the Traditional Owners of the land on which we gather, and pay respects to Elders past, present, and emerging. This practice demonstrates our respect for the enduring connection of Aboriginal and Torres Strait Islander peoples to Country and their leadership within their communities.



7. Q Shelter's regional footprint

Q Shelter's regional presence allows us to engage meaningfully with communities across Queensland, including areas with significant Aboriginal and Torres Strait Islander populations. Our footprint spans urban, regional, and remote locations, including Far North Queensland (e.g. Cairns, Torres Strait Islands), Central Queensland (e.g. Rockhampton, Woorabinda), the Wide Bay–Burnett region (e.g. Cherbourg, Bundaberg), North West Queensland (e.g. Mount Isa, Doomadgee), and South East Queensland (e.g. Brisbane, Logan, Ipswich). With staff located in these regions, we are better positioned to understand and respond to the unique housing needs, challenges, and aspirations of local communities. This regional engagement ensures that our work reflects the diverse lived experiences and cultural contexts of First Nations peoples throughout Queensland.

8. Procurement and precinct improvements celebrating Aboriginal and Torres Strait Islander cultures

Our commitment to reconciliation is also reflected in our procurement practices and improvements to the Spring Hill precinct where the Q Shelter office is located. These include the creation of a Reconciliation Garden, as well as the procurement of Aboriginal and Torres Strait Islander artworks and cultural artefacts. These initiatives celebrate First Nations cultures and leaders, creating a physical space where reconciliation is recognised and celebrated.

9. Improvements to Q Shelter recruitment processes and staff onboarding

We have made significant improvements to our recruitment processes and staff onboarding to ensure that our organisation is inclusive and supportive of Aboriginal and Torres Strait Islander staff. These efforts include targeted recruitment strategies, enhanced cultural safety practices in onboarding, and support for ongoing professional development.

10. Collaboration with Aboriginal and Torres Strait Islander Housing Queensland ATSIHQ

Q Shelter has formed a strong partnership with ATSIHQ, working collaboratively to address housing challenges and build capacity within the sector. This partnership allows us to co-design solutions that reflect the unique needs and aspirations of First Nations communities.

11. Support for the Annual Housing First Nations Conference

Q Shelter is proud to support the Annual Housing First Nations Conference, an important event that brings together housing and homelessness sector professionals, community leaders, and policymakers. This conference provides a platform for sharing knowledge, discussing challenges, and identifying solutions to improve housing outcomes for First Nations peoples across Queensland.

Through these actions, Q Shelter remains committed to walking the path of reconciliation, embedding cultural respect and inclusion into all aspects of our work. Our RAP journey continues, with a focus on deepening our relationships with Aboriginal and Torres Strait Islander communities, organisations, and leaders to create lasting, positive change.

1.6 Reconciliation Action Plan Champions

The Reconciliation Action Plan is championed internally by Stuart Jobling and Tanya Hancox

Q Shelter's RAP 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.

1.7 The Q Shelter Reconciliation Action Plan Working Group

Q Shelter has established a dedicated Reconciliation Action Plan (RAP) Working Group comprising both internal and external stakeholders to guide the development and implementation of the RAP. This working group ensures a collaborative and culturally informed approach, drawing on diverse expertise to shape meaningful reconciliation initiatives.

Internal stakeholders:

- Stuart Jobling (Chief Operating Officer) – RAP Champion
- Tanya Hancox (Bookkeeper) – RAP Champion
- Floyd Stephens (Manager - Capacity and Integration)
- Jackson Hills (Manager - Policy and Strategic Engagement)
- Jessica Flint (Office Manager)
- Jessica Pragnell (Project Support – Engagement & Events)
- Kim Rawlings (Management Committee Representative)
- Lauren Kippin (Membership and Communications Coordinator)
- Lauren Bell (Administration Officer)

These internal team members bring essential skills in governance, policy, and program delivery, ensuring that reconciliation efforts are embedded across Q Shelter's strategic priorities and operational activities.

External Stakeholders - Krueger Consultancy Services - KCS:

Krueger Consultancy Services (KCS), led by proud MaMu man Wade Krueger, serves as an external First Nations consultant and active member of the RAP Working Group. KCS provides ongoing cultural guidance and expertise, attending all RAP meetings and offering advice to support the development and implementation of Q Shelter's RAP. With extensive experience in cultural competency, Indigenous engagement, and community-led solutions, KCS ensures the RAP reflects the principles of self-determination and respect for Aboriginal and Torres Strait Islander peoples.

The RAP Working Group, through the collaboration of internal and external members, ensures that the RAP development is inclusive, culturally respectful, and reflective of both organisational goals and community needs.

The Working Group also explored a **culturally appropriate Expression of Interest (EOI) process** to engage Q Shelter members, regional representatives, and government stakeholders in reviewing the RAP draft.

By leveraging the expertise of both internal team members and First Nations consultants, Q Shelter is committed to ensuring that reconciliation is embedded throughout the organisation and reflected in our engagement with the broader housing and homelessness sector.



Members of the Q Shelter RAP Working Group with Yugambeh man Luther Cora at the June 2025 Q Shelter CEO and Senior Leaders Forum and Lunch. (L-R: Floyd Stephens, Jessica Pragnell, Luther Cora, Tanya Hancox and Stuart Jobling.)

1.8 Case Studies

1. Community Housing Futures

The Community Housing Futures (CHF) program was established in January 2023, initially for two years. This initiative, supported by the Queensland Government, aims to strengthen the capabilities and capacities of Community Housing Providers (CHPs), including Indigenous Community Housing Organisations (ICHOs). The program seeks to increase the supply of social and affordable housing throughout Queensland. To achieve this, the CHF program provides CHPs and ICHOs with access to growth-related training, education, and resources, and it also facilitates grants for specialised business advisory services.

The First Nations housing peak body, Aboriginal and Torres Strait Islander Housing Queensland (ATSIHQ), along with Community Housing Industry Australia Queensland (CHIA QLD) and Queensland Shelter (Q Shelter), are delivering CHF in partnership, with Q Shelter as the auspice body.

So far, close to 20% of providers participating in the CHF program are ICHOs.

As the CHF program continues to evolve, it is essential to secure further investment and support from the government and other funding bodies. Given the unique role of ICHOs and other First Nations-led organisations in providing housing and support services to First Nations communities, the program funding needs to be tailored for an even greater impact. This is currently under review as part of the second phase of the CHF program design, and the partners will consult with First Nations-led organisations as part of that process.



Leaders from the CHF program member bodies in 2023: (L-R) Neil Willmett, ATSIHQ CEO; Fiona Caniglia, Q Shelter CEO; and Annemarie Callander, CHIA Queensland EO.

2. Service Integration Initiative

The Service Integration (SI) initiative brings services and agencies together to respond to homelessness at a regional level. The program is part of the Queensland Government's Coordinated Housing and Homelessness Response initiative and sees groups design or enhance place-based, multi-disciplinary care coordination frameworks for their region. Q Shelter currently facilitates SI groups in nine regions across Queensland.

Engagement with First Nations services is essential to our work, given that First Nations referrals for housing and homelessness support services comprise at least 17% of our total cases, reaching as high as 87% in some Service Integration groups. Building strong partnerships with First Nations services and local Elders ensures we can deliver culturally safe and respectful processes, enhancing our support for these communities and fostering meaningful, sustainable outcomes.

In addition, concerted efforts have been made—and will continue—to ensure that our SI groups are reflective of the clients referred to us. This highlights the critical importance of having First Nations services actively represented within these groups.

3. Workforce Connect Program

The Workforce Connect program was established to strengthen the housing and homelessness sector by addressing key workforce challenges, including recruitment, retention, creating pathways for individuals with lived experience, and providing resources to support staff wellbeing.

Under this initiative, we have developed two key platforms:

- **HomeNow:** A recruitment campaign designed to attract and engage new talent within the sector.
- **WellNow:** A dedicated resource hub offering a range of wellbeing tools and supports for the sector's workforce.

Elements and resources from the two platforms will continue to be used after the program ends in October 2025, with two key objectives guiding our ongoing efforts:

- To strengthen recruitment and retention opportunities for First Nations peoples through targeted strategies and employment pathways.
- To expand and apply the existing Wellbeing Framework to better support the cultural, social, and emotional wellbeing of First Nations staff across the sector.



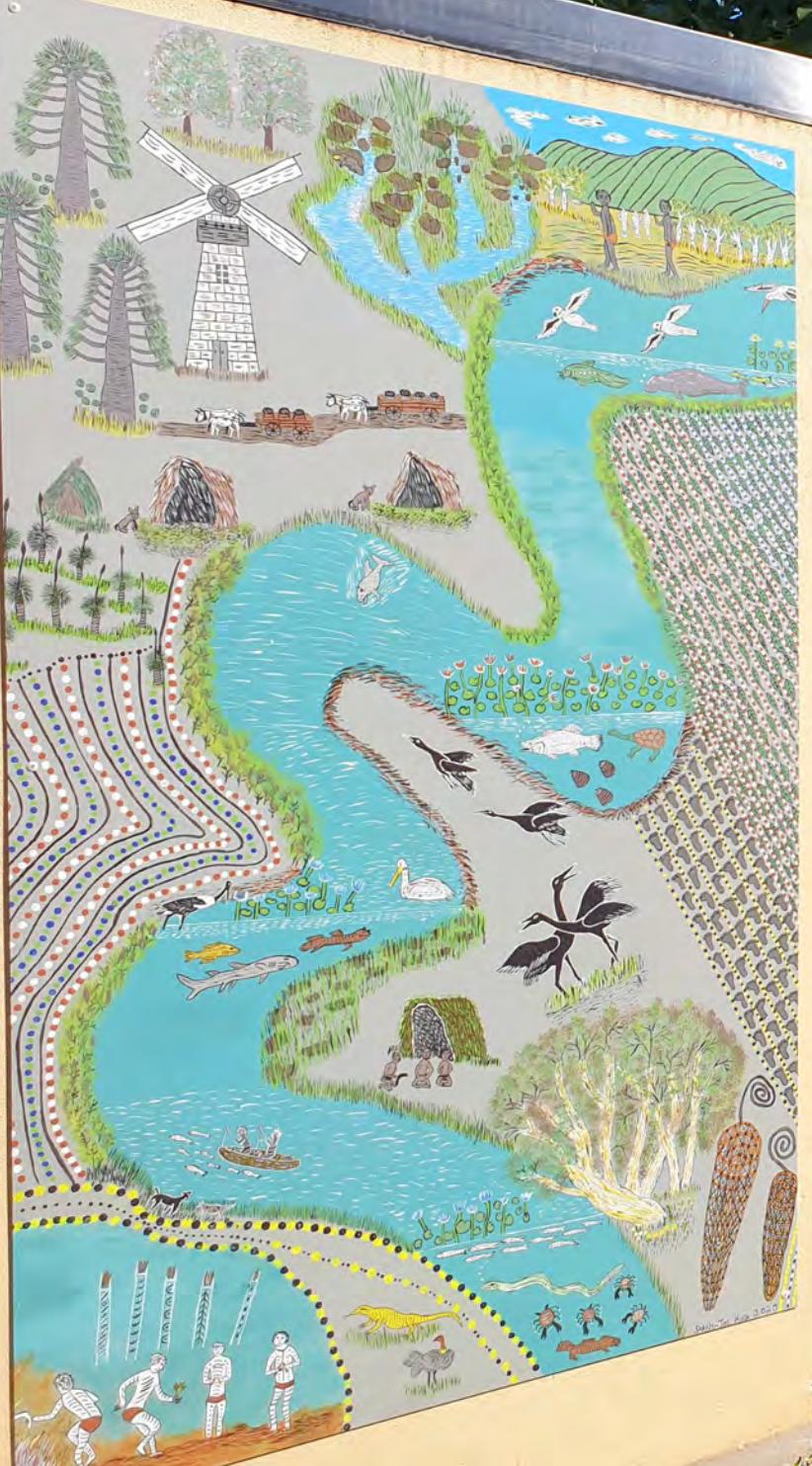
4. Spring Hill Reconciliation Garden

Since 2019, Q Shelter has been on a garden restoration journey at the Lady Bowen Precinct in Spring Hill where the Q Shelter office is located. During this time, we have added sections to pay respect and celebrate First Nations peoples and cultures and work towards reconciliation.

Previously, 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 new garden area enables Q Shelter and other organisations based in the precinct to better host community events with diverse stakeholders, in beautiful and welcoming space that also educates people about Aboriginal history. Most importantly, the garden continues to be looked after by local social housing tenants, who take pride in improving the amenity and outlook of their community.

Thanks to numerous grants, the Spring Hill Reconciliation Garden currently features a Acknowledgement of Country sign, five timber totems hand-painted with culturally significant artwork, a mural entitled "Brisbane during Early Settlement" painted by Aboriginal artists Uncle Joe Kirk and Sarah Kirk, a freshwater eel bronze shield (totem of the Turrbal people), a bush tucker garden and a courtyard with aluminum seating to encourage community connections





Members of the original Q Shelter RAP Working Group in 2024 (L-R) Stuart Jobling, Wade Krueger, Tanya Hancox, Lauren Kippin, Jessica Pragnell, Floyd Stephens and Jackson Hills.

RELATIONSHIPS

Q Shelter plays a key role in the mainstream housing and homelessness system which supports people seeking assistance, some of whom 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 must ensure we are helping build a culturally safe system where the solutions are effective for extremely vulnerable people from First Nations communities, who are over-represented in our sector. These efforts will be supported by building relationships and collaborating with Aboriginal and Torres Strait Islander peoples across government and community-controlled frontline services and programs.



Actions	Deliverables	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	July 2025	CEO, Chief Operating Officer, Manager - Capacity and Integration, Manager - Policy and Strategic
	Review and update an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	July 2025	Membership and Communications
	Establish and maintain a centralised register of First Nations Elders and community leaders across Queensland, accessible via the Q Shelter SharePoint. This resource will enable staff travelling to regional areas to identify and arrange in-person connections with local Elders and leaders, fostering meaningful relationships and ensuring cultural respect and engagement during regional visits.	July 2025	Membership and Communications Coordinator, Bookkeeper
	Develop and implement a policy and procedure to guide the regular monitoring, review, and updating of the register. This will ensure the information remains current, culturally appropriate, and aligned with best practices in community engagement.	July 2025	Membership and Communications Coordinator, Bookkeeper

Action	Deliverables	Timeline	Responsibility
2. Build relationships through celebrating National Reconciliation Week (NRW).	RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2026- 2027	RWG
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2026- 2027	CEO, RWG
	Organise at least one NRW event each year.	27 May - 3 June 2026- 2027	Project Support – Engagement & Events, Office Manager
	Register all our NRW events on Reconciliation Australia's NRW website .	May 2025 - 2027	Project Support – Engagement & Events, Office Manager
	Share NRW stories and messages across Q Shelter's communication platforms (website, newsletters, social media) to raise awareness and celebrate reconciliation efforts within the housing and homelessness sector.	27 May - 3 June 2026- 2027	Project Support – Engagement & Events, Office Manager, Membership and Communications Coordinator
	Provide educational materials and resources to staff prior to NRW, to enhance understanding of the significance of the week and foster more meaningful participation.	May 2025 - 2027	Project Support – Engagement & Events, Office Manager, Membership and Communications Coordinator
	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2026, 2027	Project Support – Engagement & Events, Office Manager
	Publicly communicate our commitment to reconciliation.	July 2025	Project Support – Engagement & Events, Office Manager, Membership and Communications Coordinator
3. Promote reconciliation through our sphere of influence.	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	July 2025	Membership and Communications Coordinator, Bookkeeper
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	August 2025	Chief Operating Officer, Manager - Capacity and Integration, Manager - Policy and Strategic Engagement
	Engage Q Shelter members and stakeholders in reconciliation activities by sharing resources, inviting them to events, and encouraging their participation in National Reconciliation Week and NAIDOC Week.	27 May - 3 June 6 - 13 July 2026 - 2027	Chief Operating Officer, Manager - Capacity and Integration, Manager - Policy and Strategic Engagement
	Feature stories of Aboriginal and Torres Strait Islander leaders in Q Shelter publications to promote reconciliation and raise awareness of the contributions of First Nations peoples to the housing sector.	April 2026	Project Support – Engagement & Events, Office Manager, Membership and Communications Coordinator
	Incorporate reconciliation messaging into Q Shelter communications (newsletters, social media, website) by highlighting our commitment and encouraging others to engage in reconciliation efforts.	27 May - 3 June 6 - 13 July 2026 - 2027	Project Support – Engagement & Events, Office Manager, Membership and Communications Coordinator
	Partner with Aboriginal and Torres Strait Islander organisations to deliver co-branded educational workshops, aimed at increasing understanding of cultural safety and reconciliation across the housing sector	July 2026	Membership and Communications Coordinator, Bookkeeper, Chief Operating Officer

Action	Deliverables	Timeline	Responsibility
<p>4.</p> <p>Promote positive race relations through anti-discrimination strategies.</p>	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	July 2027	Chief Operating Officer, Manager - Capacity and Integration, Manager - Policy and Strategic Engagement
	Educate senior leaders on the effects of racism.	December 2025	CEO, Chief Operating Officer
	Promote inclusive leadership practices by offering leadership training for managers and executives on fostering an inclusive, anti-discriminatory workplace culture.	August 2025	CEO, Chief Operating Officer
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Feb 2026	HR, Chief Operating Officer
	Develop, implement, and communicate an anti-discrimination policy for our organisation.	March 2026	Project Support – Engagement & Events, Office Manager, Membership and Communications Coordinator
	Integrate anti-discrimination principles into Q Shelter's recruitment, onboarding, and performance review processes, ensuring that all staff uphold the organisation's commitment to positive race relations.	September 2025	CEO, Chief Operating Officer, Membership and Communications Coordinator, Bookkeeper
	Deliver targeted regional and state-wide training sessions to build organisational capacity across CHPs, focusing on governance, finance, asset management, tenancy sustainment, and cultural capability.	August 2025	Chief Operating Officer, Manager - Capacity and Integration, Manager - Policy and Strategic Engagement
<p>5.</p> <p>Build cultural capability and support self-determination by partnering with Aboriginal and Torres Strait Islander Community Housing providers to co-design leadership, governance, and housing development initiatives.</p>	In collaboration with ATSIHQ, support First Nations CHPs with culturally responsive training, leadership development, and systems support to strengthen self-determination in housing delivery.	August 2025	Manager - Capacity and Integration, Manager - Policy and Strategic Engagement
	Develop accessible toolkits, templates, and guides to support CHPs in areas such as asset renewal, growth planning, and regulatory compliance.	August 2025	Manager - Capacity and Integration, Manager - Policy and Strategic Engagement



RESPECT

The housing and homelessness sector is 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, engage in learning experiences that show and build respect for First Nations peoples. Q Shelter will work respectfully with ATSIHQ to ensure self-determination is actively supported, and that Aboriginal and Torres Strait Islander peoples' views, interests and unique cultures continue to guide and inform the housing and homelessness sector.



Actions	Deliverables	Timeline	Responsibility
6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	February 2027	Manager - Policy and Strategic Engagement
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	July 2025	CEO, Manager - Capacity and Integration, Manager - Policy and Strategic Engagement
	Develop, implement, and communicate a cultural learning strategy document for our staff.	December 2025	CEO, Manager - Capacity and Integration, Manager - Policy and Strategic Engagement
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	September 2026	RWG, CEO, Chief Operating Officer
	Explore mandatory cultural awareness training for all Q Shelter staff, with an emphasis on local Aboriginal and Torres Strait Islander histories, traditions, and perspectives from an external First Nations consultant.	December 2025	RWG, CEO, Chief Operating Officer
	Procure Aboriginal and Torres Strait Islander flags to display during media interviews and other public engagements. These flags will serve as a powerful visual reminder of the communities Q Shelter respects and serves, reinforcing the organisation's commitment to cultural recognition and inclusivity.	July 2025	Office Manager, Bookkeeper

Actions	Deliverables	Timeline	Responsibility
7. <p>Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</p>	Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	July 2025	Office Manager, Bookkeeper
	Review the cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	July 2025	Manager - Policy and Strategic Engagement
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	August 2025	Office Manager
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	September 2025	Membership and Communications Coordinator, Bookkeeper, Project Support – Engagement & Events, Office Manager
	Develop a cultural calendar, shared internally, to highlight key Aboriginal and Torres Strait Islander cultural events and dates, ensuring that staff are aware of and respect these significant occasions.	July 2025	Office Manager
8. <p>Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</p>	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2025 -2026	RWG
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	July 2025, 2026	Manager - Policy and Strategic Engagement
	Promote and encourage participation in external NAIDOC events to all staff.	First week in July 2025 -2027	Membership and Communications Coordinator, Project Support – Engagement & Events, Bookkeeper, Office Manager
	Encourage all staff to participate in at least one NAIDOC Week event, providing time and resources for employees to engage with community celebrations and activities.	First week in July 2025 -2027	Membership and Communications Coordinator, Project Support – Engagement & Events, Bookkeeper, Office Manager
	Create and distribute NAIDOC Week educational materials, including the history and significance of NAIDOC Week, to raise awareness among staff and stakeholders.	First week in July 2025 -2027	Membership and Communications Coordinator, Project Support – Engagement & Events, Bookkeeper, Office Manager
	Feature NAIDOC Week stories and content across Q Shelter's digital platforms (website, social media, newsletters), highlighting Aboriginal and Torres Strait Islander achievements and contributions to the housing sector.	First week in July 2025 -2027	Membership and Communications Coordinator, Project Support – Engagement & Events, Bookkeeper, Office Manager
	Organise and promote Q Shelter's participation in NAIDOC Week events each year, both internally and in collaboration with local Aboriginal and Torres Strait Islander communities.	First week in July 2025 -2027	Membership and Communications Coordinator, Project Support – Engagement & Events, Bookkeeper, Office Manager

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.

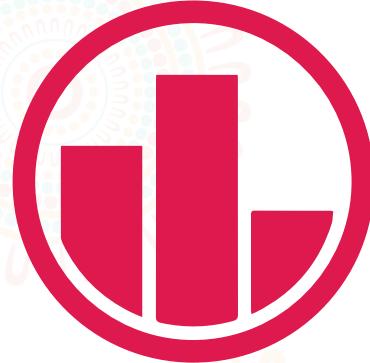


Actions	Deliverables	Timeline	Responsibility
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	August 2025	HR, Manager - Policy and Strategic Engagement, Project Support – Engagement & Events
	Engage with Aboriginal and Torres Strait Islander staff or consultants to advise on our recruitment, retention and professional development strategy.	September 2025	HR, Manager - Policy and Strategic Engagement, Project Support – Engagement & Events
	Review the Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	October 2025	HR, Manager - Policy and Strategic Engagement, Project Support – Engagement & Events
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	November 2025	HR, Manager - Policy and Strategic Engagement, Project Support – Engagement & Events
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	December 2025	HR, Manager - Policy and Strategic Engagement, Project Support – Engagement & Events
	Engage Aboriginal and Torres Strait Islander recruitment agencies and job networks to promote job opportunities at Q Shelter and increase the pool of qualified candidates.	January 2026	Bookkeeper, Office Manager
	Consult local Traditional Owners and/or ATSIHQ to inform our culturally safe pathways programs.	September 2025	CEO, Chief, Operating Officer
	Develop and pilot a "First Nations Career Pathways Toolkit" for community housing and homelessness services, including onboarding templates, mentorship models, and culturally safe supervision frameworks to encourage First Nations uptake to the sector.	September 2025	CEO, Chief, Operating Officer,
	Support and mentor 2 First Nations trainees or early-career staff to enter the housing and homelessness sector through placements, coaching, and sector networking events.	September 2025	HR, Chief Operating Officer
	Integrate First Nations-led wellbeing resources into the WellNow platform to promote culturally safe workplaces and support the wellbeing of First Nations staff in the housing and homelessness sector.	September 2025	Manager - Capacity and Integration
	Embed First Nations stories of lived experience and housing success into the HomeNow platform to strengthen awareness, challenge stigma, and celebrate culturally safe housing solutions across Queensland.	September 2025	Manager - Capacity and Integration

Actions	Deliverables	Timeline	Responsibility
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Review the Aboriginal and Torres Strait Islander procurement strategy.	January 2026	Chief Operating Officer, Manager - Capacity and Integration
	Investigate Supply Nation membership.	July 2025	Bookkeeper, Office Manager
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	June 2026	Membership and Communications Coordinator, Office Manager
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	July 2026	Manager - Policy and Strategic Engagement, Manager - Capacity and Integration
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	August 2026	Manager - Policy and Strategic Engagement, Manager - Capacity and Integration
	Q Shelter will engage and commission First Nations artists and source art works for display throughout Q Shelter's workspaces and in the precinct garden.	July 2025	Chief Operating Officer
11. Embed First Nations Capacity Building through the Community Housing Futures (CHF) Program	Co-design a First Nations Housing Capacity Building stream within CHF in partnership with ATSIHQ, prioritising Aboriginal and Torres Strait Islander Community Housing Providers (ACCHPs), and ensure this stream includes tailored governance, policy, and financial management training.	December 2025	Manager - Policy and Strategic Engagement, Manager - Capacity and Integration
	Support capacity building activities including regional training and workshops to be led by First Nations led organisations through the CHF program.	June 2026	Manager - Policy and Strategic Engagement, Manager - Capacity and Integration
	Evaluate and publish a report on the impact of CHF for Aboriginal and Torres Strait Islander housing providers, identifying ongoing gaps and opportunities in workforce, governance, and housing delivery.	April 2027	Manager - Policy and Strategic Engagement, Manager - Capacity and Integration

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.



Actions	Deliverables	Timeline	Responsibility
12. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	September 2026	CEO, Chief Operating Officer
	Establish and apply a Terms of Reference for the RWG.	July 2025	Chief Operating Officer, Manager - Capacity and Integration
	Meet at least four times per year to drive and monitor RAP implementation.	March, June, September, December 2026 - 2027	RWG, Chief Operating Officer, Manager - Capacity and Integration
	Allocate resources and budget specifically for the RWG to ensure effective governance, support for RAP actions, and the ability to engage external expertise as needed	July 2025	CEO, Chief Operating Officer, Bookkeeper
	Appoint an Aboriginal and Torres Strait Islander co-chair for the RWG, ensuring shared leadership and culturally informed decision-making within the group.	July 2025	RWG, CEO, Chief Operating Officer
13. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	July 2025	CEO, Chief Operating Officer, Bookkeeper
	Engage our senior leaders and other staff in the delivery of RAP commitments.	July 2025	RWG, CEO
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	July 2025	Manager - Policy and Strategic Engagement, Manager - Capacity and Integration
	Maintain a senior leader to internally champion our RAP.	July 2025	RWG, CEO
	Establish a monitoring and evaluation framework to track the progress of RAP actions, measure outcomes, and identify areas needing additional support or adjustment.	July 2025	Manager - Policy and Strategic Engagement, Manager - Capacity and Integration
	Engage with external Aboriginal and Torres Strait Islander consultants, Krueger Consultancy Services to provide expert advice and cultural guidance on the implementation of RAP commitments.	July 2025	CEO, Chief Operating Officer

Actions	Deliverables	Timeline	Responsibility
14.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June annually	CEO, Chief Operating Officer
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	CEO, Chief Operating Officer
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	CEO, Chief Operating Officer
	Report quarterly RAP progress to all staff and senior leaders.	March, June, September, December 2025 - 2027	Membership and Communications Coordinator, Office Manager
	Publicly report on our RAP achievements, challenges and learnings, annually.	June annually	Membership and Communications Coordinator, Office Manager
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	February 2026	Chief Operating Officer
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	May 2027	Chief Operating Officer
	Recognise and celebrate RAP milestones internally and externally through newsletters, social media, and events, ensuring staff and stakeholders are acknowledged for their contributions to RAP success.	January 2027	Membership and Communications Coordinator
	Encourage staff and stakeholders to share feedback on RAP reporting processes, ensuring the continuous improvement of transparency and accountability mechanisms throughout the RAP journey.	November 2026	Chief Operating Officer, Office Manager
	Register via Reconciliation Australia's website to begin developing our next RAP.	December 2026	Chief Operating Officer, Office Manager
15.	Continue our reconciliation journey by developing our next RAP.		





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