



Common Ground Queensland
October 2025 to October 2027

Innovate
Reconciliation Action Plan

Acknowledgement of Country

Common Ground Queensland acknowledges the Turrbal and Jagera/Yuggera peoples as the Owners and Custodians of the land and waters we live and work upon.

We recognise and respect the historic and continued connection to land and water including the deep spiritual connection and relationship that First Nations peoples have to Country.

We recognise sovereignty was never ceded.

Common Ground Queensland acknowledges the ongoing impacts of colonisation on First Nations peoples and is committed to working in partnership with First Nations people to address these impacts.

Our Vision for Reconciliation

First Nations people have the right to safe and affordable homes.

They also have a right to a home which is culturally safe and inclusive of their culture.

This can only be achieved through First Nations tenants and communities having an influence on their housing and living conditions and acknowledgement of the unique knowledge and experiences of First Nations people.

Artist Story

Corey is a proud Wakka Wakka man who has been painting for over 20 years. He works with both artefacts and canvas, using traditional colours and dot painting techniques to express culture and story. Art, for Corey, is more than decoration; it's a way to strengthen culture and support wellbeing.

"Painting helps with my stress and keeps my mentality strong," he says. Corey was encouraged early on by respected artist Regi Knox, who taught him to keep going and share his creativity with others.

Whether he's working on a canvas or painting cultural artefacts, Corey paints what comes to him, guided by intuition and connection Country.



Image Credit: Common Ground Queensland



Image Credit: Common Ground Queensland

Corey Roma
Artist and Tenant at
Brisbane Common Ground

Kangaroo Dreaming is painted in traditional style, using earthy colours and dot work to honour the kangaroo as a powerful and respected being.

For Corey Roma, the kangaroo represents strength, movement and connection to Country. The work carries story and spirit, expressed through technique passed down and refined over decades of practice.

Common Ground Queensland commissioned Corey Roma in creating this artwork. This is one element of our first Reconciliation Action Plan.

This artwork exemplifies our commitment and intention towards reconciliation as an organisation committed to ending homelessness for those most disadvantaged in our communities, including First Nations people.

Corey has been a supportive housing tenant at Brisbane Common Ground since 2015.



From the Board

The Board of Common Ground Queensland (CGQ) welcomes with this, our first Reconciliation Action Plan (RAP), the opportunity to formalise our commitment to social justice and equity with First Nations people inside our organisation, and in the communities where we live and work.

As Board members working together for good governance of our organisation, we believe in our Vision for Reconciliation:

First Nations people have the right to **safe and affordable homes**. They also have a right to a home which is **culturally safe** and inclusive of their **culture**. This can only be achieved through First Nations tenants and communities having an **influence on their housing and living conditions** and acknowledgment of the **unique knowledge and experiences** of First Nations people.

The RAP holds us true to this Vision with specific actions to monitor and implement our progress. Our path to Reconciliation is grounded in:

- Fostering Relationships,
- Demonstrating Respect,
- Creating Opportunities, and
- Leading with Governance.

This means we will seek advice from Elders and cultural advisors to help us make decisions and prioritise our efforts. This Plan commits CGQ to increasing First Nations representation at all levels of our organisation.

Cultural safety and inclusion benefits everyone, and we invite our friends and allies in community to join us as we all do our part for this Plan.

From the CEO



Image Credit: Embellysh Photography

Sue Pope
Chief Executive Officer

At Common Ground Queensland, our work is grounded in the belief that everyone deserves a safe, secure home and the opportunity to live with stability, autonomy and dignity.

Through our Reconciliation Action Plan, we commit to walking alongside First Nations peoples to Closing the Gap in housing, health, and wellbeing. This means listening deeply, acting with respect, and embedding cultural safety across everything we do. We are committed to improving housing stability by ensuring our services and partnerships honour the strength, resilience, and leadership of First Nations communities.

Our vision is one of genuine reconciliation: where the tenants and families we serve can thrive, where the knowledge and culture of First Nations peoples are celebrated, and where together we work to build a fairer, more just Queensland.

Statement from CEO of Reconciliation Australia

Reconciliation Australia commends Common Ground Queensland on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

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

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

This Innovate RAP is both an opportunity and an invitation for Common Ground Queensland to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Common Ground Queensland will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With over 5.5 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Common Ground Queensland is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.



Image Credit: Reconciliation Australia

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Implementing an Innovate RAP signals Common Ground Queensland's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Common Ground Queensland on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Our Business

Our History

The Common Ground model of supportive housing originated in New York City in the early 1990's. Due to the success of the model in ending homelessness it has expanded internationally. Five Australian States and one Territory now have at least one Common Ground development. The sixth State is currently planning for two new developments.

Brisbane Common Ground (BCG) opened in July of 2012 and was Queensland's first supportive housing initiative. The principles developed in the successful New York City Common Ground model have been adopted by Common Ground Queensland and used to implement a specialised supportive housing property and tenancy management approach at Brisbane Common Ground.

Who We Are

Common Ground Queensland is registered as a community housing provider under the National Regulatory System for Community Housing. We provide secure, long term, safe and affordable supportive housing for people who have experienced chronic homelessness or are at risk of homelessness and those who need access to affordable housing.

Common Ground Queensland is a registered charity receiving funding from the Queensland Government Department of Housing and Public Works, and actively raises funds to do more for those we serve.

At Common Ground Queensland we provide property and tenancy management services for a range of supportive and affordable housing programs for individuals and families.

At Brisbane Common Ground (BCG) we provide both supportive housing and affordable housing. In this program we provide supportive housing for individuals who have experienced chronic homelessness, and affordable housing for individuals on low incomes.

The Supportive Housing for Families Project (SH4F) is a partnership with Micah Projects and offers families access to stable and affordable rental housing that is linked to a specialised family support program.

Our Asylum Seeker and Refugee Assistance Program (ASRA) partners with a range of services and supports to provide housing for refugee and asylum seekers who require support to sustain their tenancies.

Common Ground Queensland is located in Brisbane, and currently employs 25 staff. Common Ground Queensland currently have two employees who identify as Aboriginal and or Torres Strait Islander People.

How Does it Work?

The Common Ground Supportive Housing model is a Housing First approach, meaning that there is no behaviour change prerequisite for our tenants to be able to access the housing we offer them. Tenants are given full tenancy rights and standard rental conditions under the Residential Tenancies Authority (RTA).

Fundamental to the success of supportive housing is the shared vision of a tenancy and property manager and a support provider who work in partnership with tenants to sustain their tenancies.

Permanent housing is the first step to stability. It allows people to more effectively deal with the challenges that had previously kept them homeless. Tenants are empowered to maximise their opportunities for an independent and healthy life.



Image Credit: Embellysh Photography

Our RAP

Common Ground Queensland (CGQ) is developing a Reconciliation Action Plan (RAP) as part of our commitment to fostering meaningful relationships, respect, and opportunities with First Nations peoples.

We recognise the importance of reconciliation in creating a more inclusive and culturally aware environment for our employees, stakeholders, and the wider community. By implementing a RAP, we aim to embed reconciliation into our workplace culture, policies, and everyday practices.

Our RAP is championed by CEO Sue Pope and the CGQ Board and the nominated Board of Director champion Christine Grose, who are all dedicated to driving reconciliation efforts and ensuring our commitments are actioned at all levels of the organisation. Their leadership will be instrumental in fostering a culture of accountability and progress. Our Board of Directors has committed to reviewing the progress and deliverables quarterly at the board level.

Our RAP development and implementation will be guided by our First Nations Advisory Committee which is made up of CGQ First Nations staff and senior management. CGQ has also partnered with representatives from First Nations organisations to establish a First Nations Advisory Committee.

There is also representation from the broader First Nations community, organisations and professionals who identify as First Nations people. These First Nations insights and lived experiences play a crucial role in shaping our reconciliation initiatives. Their perspectives ensure that our RAP is both impactful and respectful of the communities it seeks to support. The First Nations Advisory Committee provides guidance on cultural protocols, engagement strategies, and reconciliation initiatives.

Through the development of our RAP, we are taking a proactive step toward reconciliation, ensuring that our workplace is one where all individuals feel valued, respected, and empowered.

Our RAP commits to reconciliation through strengthening staff cultural capability, centering and platforming First Nations tenants and community voices; celebrating and recognising the diversity of First Nations cultures and heritages; and creating a culturally safe environment for First Nations employees and tenants.



Image Credit: Embellysh Photography

Guiding Principles

- First Nations people deserve the right to stable, supportive and affordable homes.
- First Nations tenants deserve the right to live in a home which is culturally safe and inclusive of their culture.
- Common Ground Queensland is committed to support, where possible, Closing the Gap for First Nations people.
- First Nations tenants have the right to participate and inform decision making at Common Ground Queensland.

Closing the Gap targets:

1. *Everyone enjoys long and healthy lives*

Our role: As a supportive housing model, our tenants are provided with a comprehensive and holistic approach to their individual tenancy. Support services individually tailored to address physical, mental and emotional health needs are encompassed in our supportive housing model.

2. *People can secure appropriate, affordable housing that is aligned with their priorities and need.*

Our role: As a supportive housing model we offer long-term housing with a holistic process of tenancy management and support services intertwined for tenants.

RAP Governance

Our RAP governance structure will provide oversight to the implementation of our RAP across CGQ, supported by quarterly meetings led by our RAP Leadership Group. At the governance level we will collectively champion the intent of our RAP and our commitment to First Nations people.

CGQ's First Nations Advisory Committee is made up of CGQ staff, BCG First Nations tenants, Micah Projects as the support service, key First Nations organisations and key First Nations workers from identified organisations (including government).

Leadership | CEO, Management team, Board Members and Community Development Lead (organisational leaders and First Nations staff member)

First Nations Advisory Committee | CGQ staff, CGQ First Nations tenants, Micah Projects, First Nations community organisations, key First Nations workers from identified organisations (including government)

RAP Timeline (Milestones)

2024-2027

2024	CGQ Strategic Plan
CGQ Operational Plan	2024 November
2025 February	Development and employment of First Nations Community Development Lead position at Common Ground Queensland.
Inaugural meeting of the Common Ground Queensland First Nations Advisory Committee	2025 March
2025 March	Common Ground Queensland First Nations Advisory Committee approves the draft RAP provided to Reconciliation Australia for approval.
First Nations Tenancy Engagement Strategy development and implementation	2025 May - June
	CGQ National Reconciliation Week commitment

Relationships



Common Ground Queensland (CGQ) is committed to building respectful partnerships and relationships within our organisation with First Nations tenants and external First Nations stakeholders. It is critical for First Nations tenants and community to have input and guide decision making to improve culturally informed services to First Nations tenants at Common Ground Queensland.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with First Nations stakeholders and organisations.	1.1 Meet with local First Nations stakeholders and organisations to develop guiding principles for future engagement.	December 2025	Community Development Lead (CDL)
	1.2 Develop and implement an engagement plan to work with First Nations stakeholders and organisations.	December 2025	CDL
2. Build relationships through celebrating National Reconciliation Week (NRW).	2.1 Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	June 2026 June 2027	CDL
	2.2 CGQ staff members to support planning and to participate in an internal NRW event.	June 2026 June 2027	Chief Executive Officer (CEO)
	2.3 RAP Working Group members to participate in an external NRW event.	June 2026 June 2027	CEO, CDL
	2.4 Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	June 2026 June 2027	CEO
	2.5 Organise at least one NRW event each year.	June 2026 June 2027	CEO, CDL
	2.6 Register all our NRW events on Reconciliation Australia's NRW website.	June 2026 June 2027	CDL
3. Promote reconciliation through our sphere of influence.	3.1 Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	December 2026	CDL
	3.2 Communicate our commitment to reconciliation publicly. (CGQ website)	June 2026	CDL
	3.3 Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	June 2026	CEO, CDL
	3.4 Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	June 2026	CDL

Action	Deliverable	Timeline	Responsibility
4. Promote positive race relations through anti-discrimination strategies.	4.1 Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	February 2026	CDL
	4.2 Develop, implement, and communicate an anti-discrimination policy for our organisation.	December 2025	CEO
	4.3 Engage with First Nations staff and/or First Nations advisory committee to consult on our anti-discrimination policy.	January 2026	CEO
	4.4 Educate senior leaders on the effects of racism.	September 2027	CEO/CDL
5. Develop and build on existing relationships with First Nations tenants.	5.1 Consult with First Nations tenants and First Nations stakeholders regarding the engagement strategy.	April 2026	Chief Operations Officer (COO), CDL
	5.2 Development of a First Nations tenants strategy	June 2026	COO, CDL
	5.3 Review and maintain engagement strategy with First Nations tenants.	December 2026 June 2027	COO, CDL

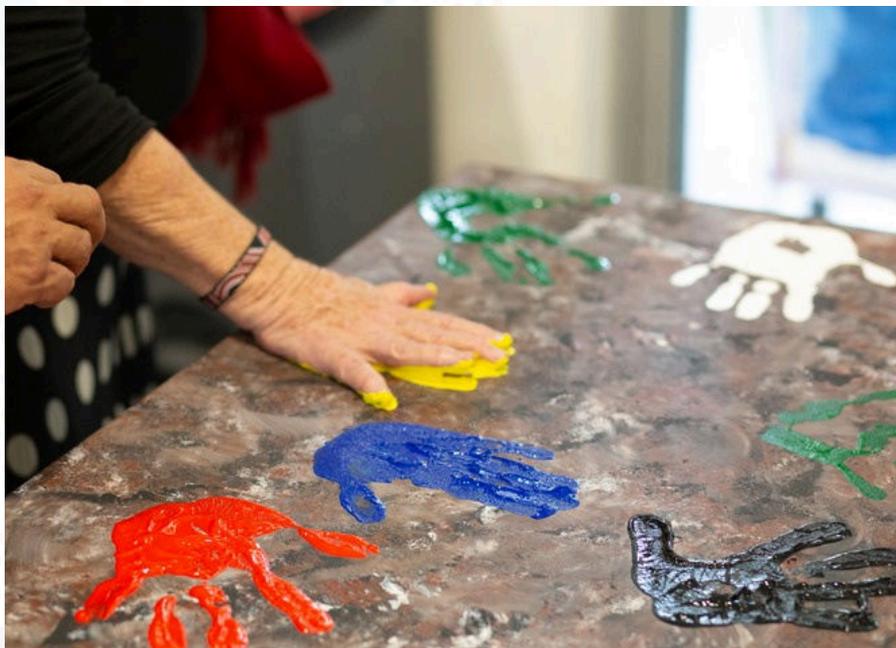


Image Credit: Common Ground Queensland

Respect

Common Ground Queensland commits to the process of healing to create a culture of pride and equity towards a reconciled future. We acknowledge and respect that First Nations peoples are the Traditional Owners of Country throughout Queensland and their continuing connection to land, waters and cultures remain relevant and vital to Australian society today. We commit to the process of healing to create a culture of pride and equity for a reconciled future.



Focus area: CGQ Strategic Plan Priority: Explore opportunities to include and embed First Nations peoples support. Understand and enhance opportunities to address historical impacts on housing outcomes for First Nations people through new connections with community stakeholders.

Action	Deliverable	Timeline	Responsibility
6. Increase understanding, value and recognition of First Nations cultures, histories, knowledge and rights through cultural learning.	6.1 Conduct a review of cultural learning needs within our organisation.	February 2026	CEO, CDL
	6.2 Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	January 2026	CDL
	6.3 Develop, implement, and communicate a cultural learning strategy document for our staff.	January 2026	CEO, CDL
	6.4 Provide opportunities for CGQ staff and other key leadership staff to participate in formal and structured cultural learning.	March 2026	CEO, CDL
7. Demonstrate respect to First Nations peoples by observing cultural protocols.	7.1 Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	April 2026	CDL
	7.2 Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	April 2026	CDL
	7.3 Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	December 2026	CDL
	7.4 Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	December 2025	CGQ Board, CEO

Action	Deliverable	Timeline	Responsibility
7. Demonstrate respect to First Nations peoples by observing cultural protocols.	7.5 Create First Nations culturally inclusive aspects of the BCG building eg: in the physical space of Brisbane Common Ground.	June 2027	CEO/CDL
8. Build respect for First Nations cultures and histories by celebrating NAIDOC Week.	8.1 CGQ will be encouraged to participate in an external NAIDOC Week event.	First Week in July 2026	CGQ Staff
	8.2 Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	July 2025 July 2026	CEO, CDL
	8.3 RAP Working Group to participate in an external NAIDOC Week event.	First Week in July 2026	CEO, CDL
9. Create a culturally safe environment for Common Ground Queensland First Nations staff and First Nations tenants.	9.1 Review of organisational policy and procedures, Human Resources processes, induction manuals etc with First Nations lens.	June 2026	CEO, CDL
	9.2 Development and implementation of a Cultural Learning strategy.	December 2025	CEO, CDL
	9.3 Development and implementation of regular Cultural Capability training.	March 2027	CEO, CDL
	9.4 Development and implementation of staff and tenant yarning circles.	June 2026 June 2027	CDL
	9.5 Information displays and events of important First Nations historical events and milestones.	January 2026 January 2027	CDL



Image Credit: Embellysh Photography

Opportunities

We are committed to providing fair and inclusive opportunities and advocating for better outcomes for First Nations tenants, low-income earners and for people who have experienced homelessness. We will do this through First Nations community engagement, First Nations tenant engagement and increasing our cultural capabilities across all aspects of Common Ground Queensland. This includes staff development, daily practice frameworks, day to day functions and how we engage with First Nations tenants and the broader community. This will enable Common Ground Queensland to be a more responsive, inclusive and culturally inclusive organisation.



Focus area: CGQ Strategic Plan Priority: Explore opportunities to include and embed First Nations people's support. Understand and enhance opportunities to address historical impacts on housing outcomes for First Nations people through new connections with community stakeholders.

Action	Deliverable	Timeline	Responsibility
10. Improve employment outcomes by increasing First Nations recruitment, retention, and professional development.	10.1 Build understanding of current First Nations staffing to inform future employment and professional development opportunities.	March 2026	CEO
	10.2 Engage with First Nations staff to consult on our recruitment, retention and professional development strategy.	March 2026	CEO, CDL
	10.3 Develop and implement a First Nations recruitment, retention and professional development strategy.	April 2026	CEO, CDL
	10.4 Advertise job vacancies to effectively reach First Nations stakeholders.	April 2026	CEO
	10.5 Targeted recruitment of First Nations concierge, maintenance and cleaners.	April 2026	COO
	10.6 Review HR and recruitment procedures and policies to remove barriers to First Nations participation in our workplace.	March 2026	CEO, CDL
11. Increase First Nations supplier diversity to support improved economic and social outcomes.	11.1 Develop and implement a First Nations procurement strategy.	December 2025	CEO, COO
	11.2 Investigate First Nations Suppliers as preferred suppliers for CGQ.	February 2026	CEO, CDL
	11.3 Develop and communicate opportunities for procurement of goods and services from First Nations businesses to staff.	December 2025	CEO, COO

Action	Deliverable	Timeline	Responsibility
11. Increase First Nations supplier diversity to support improved economic and social outcomes.	11.4 Review and update procurement practices to remove barriers to procuring goods and services from First Nations businesses.	January 2026	CEO, Chief Financial Officer (CFO)
12. Increase cultural sensitivity in service delivery that is related to housing outcomes and programs.	12.1 Participation in Homeless sector strategy for First Nations people over 45.	October 2025 to October 2027	CDL
	12.2 Develop and implement a First Nations entry strategy into Common Ground Brisbane (homeless and low income) and Supportive Housing 4 Families (SH4F) programs.	December 2025	CEO, COO
	12.3 Research, implement and explore best practice strategies when supporting First Nations tenants at CGQ.	June 2026	CDL, COO



Image Credit: Embellysh Photography

Governance



Action	Deliverable	Timeline	Responsibility
13. Establish and maintain an effective First Nations Advisory Committee to drive governance of the RAP.	13.1 Maintain First Nations representation on the First Nations Advisory Group.	March, June, September, December, 2026, 2027	CDL
	13.2 Establish and apply a Terms of Reference for the First Nations Advisory Committee.	January 2026	CDL
	13.3 First Nations position to be a part of Common Ground Queensland management team.	November 2026	CEO
	13.4 Meet at least four times per year to drive and monitor RAP implementation.	March, June, September, December, 2026, 2027	CDL
14. Establish and maintain an effective RAP Leadership Group to maintain organisational commitments to the RAP.	14.1 Review RAP governance structures and processes.	February 2026, 2027	CDL
	14.2 Ensure the RAP leadership group meets at least 2 times a year.	November 2026, 2027	CEO, CDL
	14.3 Ensure First Nations representation on the leadership group is maintained.	December 2026, 2027	CEO, CDL
	14.4 Measuring RAP deliverables and managing risks of achieving these deliverables.	June 2026, 2027	CEO, CDL
	14.5 Recruitment of First Nations Board member.	September 2027	Board of Directors
	14.6 Development of a First Nations Board recruitment strategy.	January 2026	Board of Directors
	14.7 Review governance documents to ensure they support inclusive and equitable representation at a Board level.	January 2026	Board of Directors
	14.8 Involve First Nations people in shaping the recruitment process and selection panel if possible for Board positions.	January 2026	Board of Directors

Action	Deliverable	Timeline	Responsibility
15. Provide appropriate support for effective implementation of RAP commitments.	15.1 Define resource needs for RAP implementation.	December 2025	CEO, CDL
	15.2 Engage our senior leaders and other staff in the delivery of RAP commitments.	December 2025	CEO, Board of Directors
	15.3 Develop and maintain appropriate systems to track, measure and report on RAP commitments.	December 2026 2027	CDL
	15.4 Maintain an internal RAP Champion from senior management.	October 2026 2027	CEO, Board of Directors
16. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	16.1 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 2026 2027	CDL
	16.2 Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	August 2026 2027	CDL
	16.3 Complete and submit the annual RAP Impact Survey to Reconciliation Australia	September 2026, 2027	CDL
	16.4 Report RAP progress to all staff and senior leaders quarterly.	October 2026, 2027	CEO, CDL
	16.5 Publicly report our RAP achievements, challenges and learnings, annually.	October 2026, 2027	CEO, CDL
	16.6 Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2026	CDL
	16.7 Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	April 2027	CDL
17. Continue our reconciliation journey by developing our next RAP.	17.1 Register via Reconciliation Australia's website to begin developing our next RAP.	April 2027	CDL



Image Credit: Embellysh Photography

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