

The background features a collage of three images: a suburban street with houses, a modern multi-story apartment building, and a close-up of a brick wall. These are overlaid with large, semi-transparent geometric shapes in shades of red, orange, and blue. A large dark blue circle is positioned on the left, containing the main title. A large blue chevron shape points upwards from the bottom right towards the center.

Celebrating 35 Years: 1987–2022

ANNUAL REPORT 2021–2022



Q Shelter acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of the lands where we live, learn and work.

Contents

Celebrating 35 years: 1987–2022	4
Highlights from 2021–2022	5
Q Shelter History	6
Looking ahead.....	7
Strategic Plan 2022–2025	8
Influence	9
Sector Capacity.....	10
Service Integration Initiative	11
Q Shelter’s strength, sustainability, and future	12
Acknowledgements	15



Aboriginal artist Lani Balzan of the Wiradjuri people.
Artwork commissioned in 2022 for use in Q Shelter Reconciliation Action Plan and used with the artist's permission.

Celebrating 35 years: 1987–2022

35 years of working for solutions to housing need and homelessness sees Q Shelter reflecting on the past while wanting to shape the future.

As Q Shelter turns 35, we reflect on how far we've come from those early beginnings when people gathered in homes or neighbourhood centres to address housing need and homelessness. The core focus remains the same, though now we celebrate well-established regional networks, professional staff of 22 and a strong and clear mandate from members and stakeholders who engage with us in a range of ways.

While noting the long-term commitment of so many over the past 35 years, the 2021–2022 financial year again presented significant challenges to our sector and the community. Housing supply reached crisis levels across the State with more people than ever struggling to find and keep a home, including key workers and low-middle income families.

There is cause for hope however as the concern and commitment from across the private sector, not-for-profit sector and Government reaches new levels of determination for meaningful action and change.

We must learn from the past because long-term planning has been insufficient to enable housing supply that meets population and socioeconomic needs. As a result, there is limited system resilience when crises such as inclement weather events and COVID-19 occur.

It has never been more important to widen the lens to address the health of the whole housing system to ensure there are enough homes to meet community needs now, and into the future.

This will require greater levels of collaboration across all players in the housing system, including improved

understanding of need, adaptive policy frameworks, and improved utilisation of scarce resources.

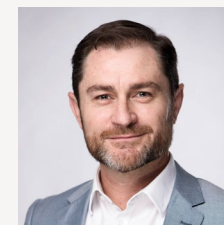
For Q Shelter, 2021–2022 has been a significant year of progress in each of our three strategic pillars focussed on capacity, influence, and our strength as an organisation.

We have worked to achieve an appropriate balance between strengthening Q Shelter as an organisation and a base from which to deliver expanded products and services to the sector.

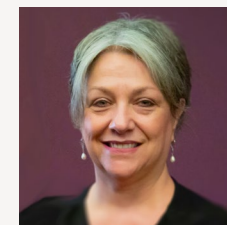
Looking ahead, Q Shelter will work to engage more people from diverse backgrounds in housing and homelessness solutions. We will also work to achieve significant improvements to the whole housing system including increases in social and affordable homes for vulnerable Queenslanders.

When Brisbane 2032 unfolds, we want to look back on our efforts and know that we did everything possible to prevent displacement and change the trajectory for growth in social and affordable homes to one that truly meets the needs of people in every part of Queensland.

We thank the entire Q Shelter team and Management Committee for their tireless efforts. We also thank our members, stakeholders and partners, including the Queensland Department of Communities, Housing and Digital Economy, for working collaboratively with us.



Darren Mew
President



Fiona Caniglia
Executive Director



Darren Mew, the Hon Leanne Enoch, and Fiona Caniglia at Q Shelter's Regional Forum



Hervey Bay, Queensland

Highlights from 2021–2022

A comprehensive State Government policy and investment submission.

- A report outlining legacy framework for Brisbane 2032 called *Go for Gold*.
- Influencing the implementation of a new support hub for older women.
- Provision of backbone support to enable service integration groups to assist 879 households.

Expansion of the Regional Representatives Forum to more regions.

- Delivery of 260 integration meetings, engagement events and training with 4,938 attendances reflecting our commitment to building capacity to respond to housing need and homelessness.

- Improved satisfaction levels from members, stakeholders and attendees rating Q Shelter's services, products, and performance as a peak body.

- A renewed three-year Strategic Plan.

- A new Brand reflecting Q Shelter's strength and future focus.

- An Innovate Reconciliation Action Plan.

- Significant improvement to Q Shelter's software and IT infrastructure including a Learning Management System to increase availability and affordability of training.

Internal staff engagement survey resulting in a *Voice Project 2022 Best Workplace Award*.

Q Shelter History

Late 1970s to 1980s

First groups in Queensland gather in homes or Neighbourhood Centres to address housing concern and provide policy input.

1987

International Year of Shelter for the Homeless sees Q Shelter founded. Founding members included Ross Wiseman, Deirdre Coghlan, Helen Wallace, and Jon Eastgate. The first logo was developed by Helen Wallace.

1990

First Q Shelter casual, Pam Bourke, is employed for a total of 40 hours work. This is paid for by modest fund-raising and member fees.

1991

First funding from the Queensland Government means permanent staff, Eleri Morgan-Thomas and Madonna Bowman, can be employed.

Work commences on a network of regional representatives.

1992

First Q Shelter conference held in Townsville with 200 attendees.

1993

Q Shelter becomes an incorporated body, enabling applications for a wider range of funding types and access to tax benefits.

1996

Eight Q Shelter regional branches are operating, including Brisbane.

1997

Roksana Khan is appointed as the second paid coordinator. A business plan is developed, resulting in a three-year funding agreement.

2001

Along with other Housing Peaks, Q Shelter moves from premises in West End to Stones Corner.

2002

Adrian Pisarski appointed as Executive Director of Q Shelter.

2007

Q Shelter moves to BHC community space in Kelvin Grove.

2008

Relocates into larger premises in historical Lady Bowen Precinct, Spring Hill (515 Wickham Tce).

2012

Q Shelter celebrates 25 years.

2013

Q Shelter's role is repurposed by Government, reflecting a stronger focus on building sector capacity.

2019

Strategic Plan articulates strategic pillars across influence and capacity and includes more explicit attention to the strength of our organisational base.

2017

Establishes a bursary in memory of founding member Deirdre Coghlan. The bursary helps those in the housing and homelessness sector access professional development they might otherwise miss out on.

2019

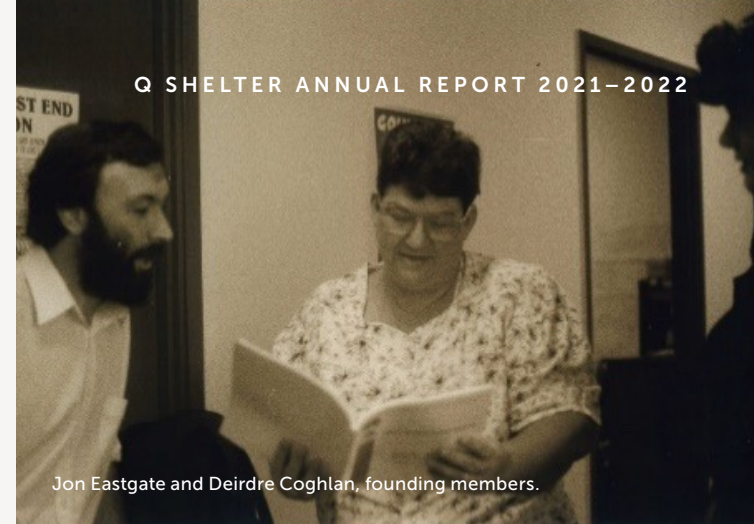
Service integration is funded by the Queensland State Government with Q Shelter in the backbone role.

2021

First four-year funding for core work as a peak, and for the Service Integration Initiative.

2022

Q Shelter celebrates 35 years



Jon Eastgate and Deirdre Coghlan, founding members.



Donna Bowman, Eleri Morgan-Thomas, first staff employed after State funding secured.



2021 Regional Representatives meeting, 30 years of regional representative gatherings through Q Shelter.



Looking ahead...

2022–2025

Implement three-year strategic plan.

2022–2023

Continue an annual Day of Dialogue on housing, involving more people with diverse backgrounds to work on solutions.

From 2022 onwards

Influence the successful implementation of outcomes from the Queensland Housing Summit.

Work with the funded sector to ensure Queensland benefits from Federal Government housing policy and investment.

2022–2023

Continue to work on insurance solutions for community housing sector.

2022–2024

Expand Champions Project to encourage grassroots support for solutions.

2023–2024

Expand learning and development products and events to more people in more places.

2026

Celebrate 35 years of regional representatives shaping the Q Shelter policy and investment framework.

By 2032

Ensure there is no homelessness in Queensland and that together we have achieved a positive housing legacy from Brisbane 2032 Olympic & Paralympic Games.

Ongoing

Increase Q Shelter subscribers across the State.



Moreton Bay coastline, Queensland



Strategic Plan 2022–2025

Across the first half of 2022, Q Shelter conducted a review of its strategic objectives resulting in a new three-year Strategic Plan.

About us

Q Shelter is a peak body working to influence solutions to housing need and homelessness.

Vision

Every Queenslanders has a home

Purpose

To lead solutions that address housing need and homelessness.

Values

- Collaboration
- Respect
- Inclusion
- Innovation

At Q Shelter we:

Lead by example

Facilitate the involvement of people with lived experience of housing need and homelessness

Learn by doing

Partner with diverse stakeholders to achieve outcomes

Focus on evidence of what works

Celebrate the contributions of our team and others, to success

We achieve this through:

A **strong** organisational base and quality systems

Dynamic networks, partnerships and alliances

Excellent governance

Skilled staff and contractors

Strategic outcomes



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

Influence

Working to influence solutions to housing need and homelessness.

During 2021–2022, Q Shelter worked with a range of stakeholders to influence policy and investment solutions to housing need and homelessness.

Q Shelter is part of a network of Shelter organisations in each State and Territory. We are a member of the National Shelter Council and an associate member of the national Community Housing Industry Association. Q Shelter has led the formation of the Queensland Housing and Homelessness Peaks' Partnership.

Highlights of our advocacy work in the 2021–2022 financial year included:

- Working with the Real Estate Institute of Queensland to encourage more properties into the rental market, as part of the 'Help House a Queenslander' campaign, including those properties in the short-stay accommodation market.
- Supporting an awareness-raising campaign for the emerging not-for-profit real estate sector, which invests profits back into community housing projects. This included producing a video.
- Uniting with 11 peak bodies to call for Federal Government intervention, including a need for a national housing summit and national approach to housing solutions.
- Meeting with regional housing and homelessness networks around Queensland in strategic planning sessions to identify solutions and support the emergence of leadership groups.
- Strengthening the Queensland Housing and Homelessness Peaks' Partnership to focus on agreed priorities and coordination of peak contributions to the sector.
- Joining with CHIA Queensland and Aboriginal and Torres Strait Islander Housing Queensland to commence working on an Industry Road Map for Community Housing Providers.
- Responding to the Auditor-General's report, which highlighted issues with social housing supply and service delivery. In this response, we called for community housing providers to play a greater role, a focus on strategic land banking, and whole of housing system reforms. Q Shelter also called for an additional \$20 million in support funding to help people exit homelessness and sustain their tenancies.
- Publishing a pre-Budget policy framework to the State Government for 2022–2023, outlining a raft of upstream and downstream measures. The framework document has had 7,103 opens on our website.
- Publishing a response to the Queensland State Budget.
- Preparing and launching a report, developed with Urbis, calling for early legacy planning for the Brisbane 2032 Olympic and Paralympic Games to ensure lasting benefits that achieve social including across themes of housing, homelessness, economic participation and governance.

**"Congratulations on this work!
This is extremely important, and
it is great to see Q Shelter showing
such leadership."**

CEO of member CHP

Go For Gold

Q SHELTER ANNUAL REPORT 2021–2022

A social inclusion legacy for the
2032 Olympic & Paralympic Games

July 2022

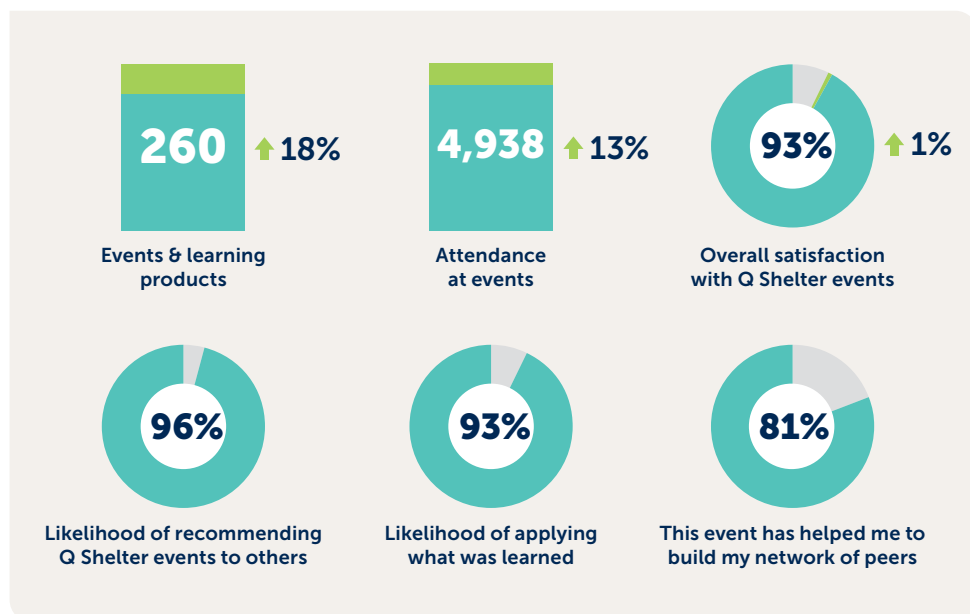


Sector Peaks Partnership lunch with special guest, Minister for Communities, Housing and Digital Economy, The Hon Leeanne Enoch.



Sector Capacity

2021–2022 event evaluation



What participants said:

"The content that was covered was informative and discussions around the content were active."

Q Shelter Learning Exchange
November 2021

"Q Shelter facilitated a great forum for sharing views and experiences. Group participation highly encouraged. Very experienced speakers sharing their knowledge."

Q Shelter Learning Exchange
March 2022

"The whole event was very informative and helped give me a better understanding of all services available in Queensland for housing support. Thank you."

Housing Foundations and Building Blocks
Forum for Logan and Redlands

"The content of the program was excellent and very relevant to my position."

Hoarding and Squalor Townsville

A sample of Q Shelter events and training programs in 2021–2022

August 2021
**Q Shelter Web Series:
Skills in Action**

October 2021
Sustaining Tenancies

November 2021
**Regional Representatives and
CEO & Senior Leaders' Forum**

**Neighbourly Training with people
with lived experience of housing
need and homelessness**

February 2022
Housing Round Table Workshop

March 2022
Trauma-Informed Micro Training

May 2022
**Domestic and Family Violence &
Tenancy: Safely Sustaining Tenancies**

June 2022
**Working with people affected
by hoarding and squalor**



Stakeholder meeting in Mackay, Queensland



Service Integration Initiative

Supporting integrated, front-line responses to people with multiple needs who are, or are at risk of becoming, homeless.

During 2021-2022, Q Shelter continued to provide backbone support to the Service Integration Initiative. The Service Integration Initiative provides facilitation support across ten regions in Queensland to assist in achieving integrated housing and support plans.

Q Shelter is also auspice for regional facilitators in Brisbane, Redlands, Logan, Mackay, Townsville and Cairns. We work closely with our colleagues in the Gold Coast Homelessness Network, Encircle and IFYS who auspice regional care coordination facilitators in the Gold Coast, Sunshine Coast and Moreton.

The Initiative achieved 538 closed assistance periods for households referred. Seventy-six per cent of those households achieved improved housing outcomes. More than 280 services are participating and over 50% of those are from broader human services than the specialist system.

The regional front-line groups are increasingly challenged by housing availability and affordability. They play an important part in supporting practitioners in their work and in amplifying the circumstances and needs of Queenslanders struggling to sustain their tenancy or to exit from homelessness.

A highlight in 2021-2022 includes working with the Department of Communities, Housing and Digital Economy to develop an enhanced client information management system enabling improved data reporting. This will make a difference in measuring collective impact across all regions.

The SII has also helped to identify regional training needs and to broker training options to support front-line practice. Q Shelter has presented to the AHURI conference about the Initiative to share learning and the program methodology.



Daniel Taber-Kennedy presenting at AHURI conference



Service Integration Facilitators and Regional Representatives

Of all new referrals:

53%

were experiencing homelessness

25%

were 'at risk' of experiencing homelessness

19%

were living in short term or crisis accommodation

3%

were from institutional settings

29%

have had multiple experiences of homelessness or have been experiencing homelessness for longer than six months

Of all referrals:

83%

experienced mental health concerns

59%

experienced issues with their physical wellbeing

7%

identified as CALD (culturally and linguistically diverse)

33%

identified as being from Aboriginal and/or Torres Strait Islander backgrounds

35%

were families with children under 18 years old

816

children accompanied adults referred into the initiative

35%

identified as male

58%

identified as female

7%

other

538

number of closed support periods

76%

of closed supports achieved improved housing outcomes

280+

services participating in Service Integration Groups

Q Shelter's strength, sustainability, and future

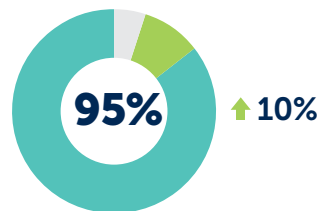
Investing in our strength, sustainability, and future.

Member and stakeholder satisfaction

95% of members and stakeholders rate their satisfaction with Q Shelter as good or very good.

Find out what some of our stakeholders are saying about Q Shelter in this video:

Watch our stakeholders video



Member & Stakeholder satisfaction

Q Shelter Team Engagement

In June Q Shelter staff participated in an Employee Engagement Survey with the Voice Project.

Across all three core measures, Q Shelter outperformed the (Voice Project) benchmark for Associations, Professional bodies, and Peak Bodies, resulting in Q Shelter receiving a Voice Project 2022 Best Workplace Award.



Q Shelter employees at cultural competency workshop with BlackCard



BEST WORKPLACE
WINNER 2022

The Voice Project

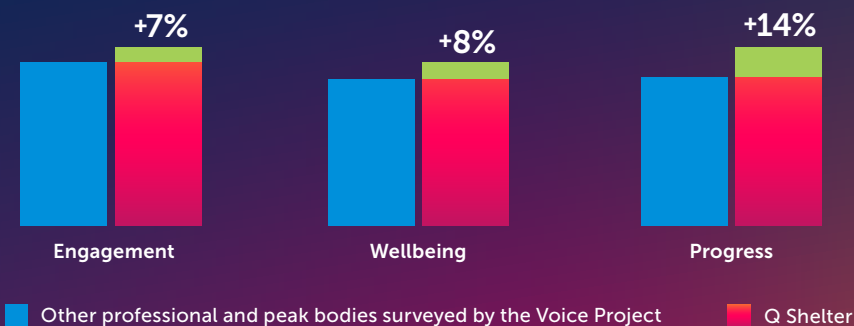


For outstanding performance in work practices and employee engagement.



Sania Ball, Q Shelter's Administration Trainee

Q Shelter compared to other professional and peak bodies surveyed by the Voice Project:



Funding

Q Shelter is currently funded under a four-year agreement with the Department of Communities, Housing and Digital Economy (DCHDE) (2021–2025) for both Q Shelter’s core activities and the Service Integration Initiative (SII).



■ DCHDE Recurrent Grants \$2,597,900
■ Other \$49,000

2021 Deirdre Coghlan Bursary recipients

Q Shelter presented four bursaries in memory of founding member Deirdre Coghlan:

Erin Jia from Warringu Aboriginal and Torres Strait Islander Corporation

Daniel Robertson and Neighbourly

David Foreman from Integrated Family and Youth Service (IFYS)

Jessica Vidafar from Access Community Housing Company



Communications

Brand review

Q Shelter completed a review to refresh our logo, strapline, and style guide.



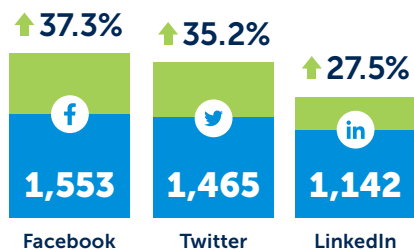
Social media



Engagements per month
across social media



Subscribers to
News/Bulletins



Total followers

Membership

Q Shelter membership increased by 13% between August 2021 and August 2022.



Membership

Information and Technology Enhancements

Q Shelter **completed** the following improvements in 2021-2022:

- ✓ Event platform
- ✓ Softphone platform
- ✓ Membership platform
- ✓ Learning Management System
- ✓ Customer Relationship Management System
- ✓ New website and branding
- ✓ Financial platforms

Q Shelter **commenced** the following improvements in 2021-2022:

- ⚙ Human Resource management platform
- ⚙ The Deck website upgrade
- ⚙ File server migration



Q Shelter Life Members Meredith and Ross Wiseman

Acknowledgements

Q Shelter leads solutions that address the housing need and homelessness for vulnerable Queenslanders.

Q Shelter warmly thanks the Regional Representatives and CEO and Leaders' Forum for providing valuable input to policy and investment solutions.

As a state-wide industry and peak body for the Queensland housing and homelessness sector, Q Shelter is supported by a broad-based membership that includes community housing providers, specialist homelessness services, other not-for-profit and for-profit organisations and committed individuals.

We partner with the Queensland State Government, including the Department of Communities, Housing, and Digital Economy, to engage with the sector to develop place-based, person-centred housing and homelessness solutions.

We are grateful to all our members and supporters and look forward to working with you into the future.



Attendees at our November 2021 Regional Forum



515 Wickham Terrace, Spring Hill QLD 4004
PO Box 214, Spring Hill QLD 4004
Phone: 07 3831 5900
Email: info@qshelter.asn.au



qshelter.asn.au



thedeck.org.au