

Annual Report

2022–2023



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.



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

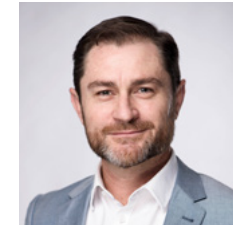
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Report from the President & Executive Director

We celebrate our past year knowing that solutions to housing need and homelessness are high on the agenda across the nation, including in Queensland. This has resulted from the efforts of many, across all sectors, to raise the issues and, most importantly, to propose and advocate for practical solutions.



Darren Mew
President



Fiona Caniglia
Executive Director

Q Shelter believes in working collaboratively to solve persistent challenges like homelessness.

We are confident that Q Shelter played a substantial role in defining and amplifying pragmatic solutions, forward-thinking policy and appropriate investment mandates. We are collaborating with community and private sector peak organisations to progress high-impact projects. The level of convergence of opinion about solutions is encouraging.

Across our organisations, we agree on so much. This is reflected in the contributions to the Queensland Housing Summit and across many other engagement platforms to progress important reforms impacting homelessness responses and housing supply.

Since 2018, Q Shelter's offering expanded across our strategic outcomes of influence and sector capacity. As we have reached a record number of attendees at events, we strive to ensure that this engagement results in timely, workable advice to government about future solutions.

Highlights in the past year include a leading role in the Queensland Housing Summit, expanding programs contributing to sector capacity, inception planning for a workforce project and improvements to our standing engagement mechanisms involving diverse stakeholder groups.

Our largest ever CEO and Leaders' Forum, in collaboration with the Housing and Homelessness Peaks' Partnership, reflected a broad housing and homelessness eco-system with an incredible diversity of backgrounds, capabilities and perspectives.

This is exactly what it will take to ensure every Queensland has a home – working together collaboratively and with purpose!

Q Shelter works towards the health of the whole housing and homelessness system. We are working on policy settings and investment as far upstream as possible. We are determined to reduce the flow of people into homelessness, while also ensuring housing supply and diversity to meet all needs.

Across 2022-23, Q Shelter has continued its work to transform our organisation through technology enablement, business process improvements, improved culture, staff engagement and development. For two consecutive years now, Q Shelter has achieved *'Best Workplace Award'* from The Voice Project. We are striving to sustain this result in the coming year, with continuous improvements as an employer through investing in the culture of the organisation and celebrating the many successes of the team.

We thank you all as our stakeholders. We also thank the Queensland State Government for their investment in our organisation. Our staff team have excelled, with their passion, commitment, and capability always apparent. We also thank the wider management committee for outstanding governance, and for their contribution to navigating complexity towards a strong and sustainable future for Q Shelter.

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

Highlights from 2022–2023

- Played a key role at the inaugural Queensland Housing Summit.
- Expanded our learning and engagement events across the state with record registrations (6,000+) and satisfaction levels.
- Commenced the Community Housing Futures Program in partnership with the Queensland Government, Aboriginal and Torres Strait Islander Housing Queensland, and the Community Housing Industry Association, Queensland.
- Collaborated with the Real Estate Institute of Queensland, Safe Home Alliance, and the Department of Justice and Attorney General to expand learning resources on Domestic and Family Violence for private real estate agents.
- Expanded the Regional Representatives Forum to 19 regions and two interest groups.
- Launched the Kent Maddock Memorial Award for place-based alliances responding to housing need and homelessness.
- Made submissions and attended two hearings for national inquiries into poverty and cost of living pressures.
- Awarded The Voice Project 'Best Workplace Award' for the second consecutive year.
- Tabled seven submissions on key policy and investment solutions including our annual Better Together statement, input to the Queensland Housing Summit, and a proposal to prevent community violence through intensive, high-quality, early life interventions. [Read more on p.8 >](#)

"I want to thank Q Shelter and congratulate you on all you have achieved for the sector this year. You have worked tirelessly and taken the time to understand the complexities of the housing crisis. At a time when the ears of governments were listening, you communicated the important messages in the most articulate way. All of Q Shelter should be very proud of all that has been achieved and the sector is lucky to have had you representing us."

Q Shelter stakeholder



Annemaree Callander Executive Officer Community Housing Industry Association Queensland, Debbie McNamara, GM of Economic Development Queensland, Fiona Caniglia Executive Director Q Shelter, Minister for Housing, the Hon. Meaghan Scanlon MP, Darren Mew President Q Shelter, and Tess Pickering, Deputy Director General of Planning.



Regional Representatives, Service Integration Facilitators, and the Community Housing Futures team at our June 2023 Regional Forum



Looking ahead 2023–2024

Over the next year Q Shelter will:

- Contribute to a statewide housing plan.
- Collaborate with National Shelter and our other stakeholders to contribute to the National Housing and Homelessness Plan.
- Progress Community Housing Futures capacity-building activities to grow the supply of social and affordable housing.
- Implement a workforce wellbeing, attraction and retention program in collaboration with Homelessness Queensland and other peak bodies.
- Participate in the AHURI 2023 National Housing Conference as a major sponsor.
- Partner with the UQ Ventures Industry Challenge showcase to identify new and innovative ways to deliver housing supply.
- Continue to expand our learning and development offerings across the State.
- Continue delivering Service Integration initiatives.
- Strengthen the Regional Representatives Forum and the CEO and Leaders Forum as key policy development mechanisms.
- Advance practical solutions to building community support for housing diversity.
- Graduate a new cohort of peer leaders.
- Implement an environmental, social and governance (ESG) framework to measure our impact as a peak body.



Caboolture, Queensland



Townsville, Queensland

Community Housing Futures Program



The Community Housing Futures Program was established in January 2023 to enhance the capability and capacity of Community Housing Organisations (CHOs) to increase social and affordable housing supply in Queensland.

The Program supports CHOs through grants for specialist business advisory services, access to capability and growth assessments, and training, tools, and resources aimed at supporting growth activities.

Aboriginal and Torres Strait Islander Housing Queensland, the Community Housing Industry Association Queensland, and Q Shelter are partnering with the Queensland Government to deliver the Program, with Q Shelter as the auspice body.

2022-2023 highlights

During this financial year, the Program:

- Established an Approved Professional Advisory Panel to provide professional advice on finance, business planning, property development, and risk management.
- Engaged with the sector through regional visits to Brisbane, Gladstone, Townsville, Rockhampton, Biloela, and Mackay.
- Developed a grants program, supported by the Approved Professional Advisory Panel, to provide Community Housing Organisations with access to a range of professional services.
- Met with industry leaders and completed over 20 presentations to the sector about the Program (in-person and online).
- Established an Industry Reference Group with 18 CHO representatives to provide input towards Program delivery.
- Appointed AHURI as evaluation partner to help measure the impact of the Program.

Looking ahead 2023-2024

Over the next year, the Program will:

- Conduct 30 growth-readiness and capacity assessments to provide valuable insights and guidance to CHOs.
- Distribute \$2.2 million of Professional Advisory Grants to CHOs.
- Consolidate existing sector-related tools and resources into a comprehensive directory.
- Develop new tools and resources based on feedback and identified needs within the sector.
- Promote collaborative, innovative, cross-sector relationships to advance the Community Housing sector across Queensland.



The Hon. Meaghan Scanlon MP, Minister for Housing opening the Professional Advisory Grants of up to \$50,000 per organisation at the CEO and Leaders' Forum in June 2023.



Working to influence solutions to housing need and homelessness

On behalf of the sector, Q Shelter broadened our engagement across all levels of government this year to advance key policy ideas and solutions to housing stress and homelessness. We met with 22 federal representatives, 48 state representatives, 16 mayors, and a range of senior departmental and ministerial staff.

Strategic engagement highlights:

- Expanded the Regional Representatives Forum to 19 regions and two interest groups.
- Grew the Queensland Housing and Homelessness Peaks' Partnership CEO and Leaders' Forum (over 230 attended in June 2023).
- Established a **Community of Practice** around the need for greater housing diversity with fourteen peak, industry and professional bodies including:
 - Property Council of Australia
 - Planning Institute of Australia (QLD)
 - Master Builders Queensland
 - CHIA Queensland
 - UDIA Queensland
 - Strata Community Association (QLD)
 - The Australian Institute of Architects (QLD)
 - Urbis
 - Studio THI
 - YIMBY Queensland
 - Articulous
 - Local Government Association of Queensland
 - SEQ Mayors
 - Q Shelter

Policy highlights:

- Published a comprehensive policy and investment framework, Better Together, in the lead up to the 2023 State Budget.
- Tabled seven submissions on issues that included inclusionary zoning (June 2023), Queensland's preparedness to host the 2032 Games (June 2023), stage two rental law reforms (May 2023), safety through violence prevention (January 2023), the rent freeze amendment bill (November 2022), and Queensland's Housing Summit (October 2022).
- Contributed to collective advocacy work that restored the Employment Remuneration Order supplementation payment.
- Saw the Queensland Government's land audit completed in May 2023 after our long-term advocacy on behalf of the sector for a strategic approach to land identification for all residential development (including social and affordable housing).

Policy wins that Q Shelter contributed to:

- Agreement from the Queensland State Government to host the inaugural Housing Summit.
- Expanded tenancy sustainment funding.
- Increased funding allocated for targeted Specialist Homelessness Services to address increased need (including for families).
- Increased Housing Investment Fund.
- Increased capital funding for social housing.
- Changes to machinery of government to achieve a single housing portfolio.
- A funded campaign to increase community understanding of the need for housing growth and diversity.
- Local Governments progressing housing action plans.
- A land audit identified land suitable for housing supply.
- Increased indexation for funded services.
- Early consideration of a housing legacy from Brisbane 2032.



Housing Diversity Community of Practice

“Throughout the year, PIA have attended Q Shelter events, recognising the crucial role Q Shelter plays in shaping a balanced housing system.

We firmly believe that together we are making a positive impact in the realm of planning for housing for all, and we look forward to continuing this important work in the future.”

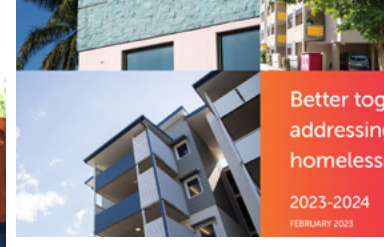
Shannon Batch RPIA, Qld President of Planning Institute of Australia



**Better Together:
With your support,
we influence solutions**



Q SHELTER ANNUAL REPORT 2022-2023



Better together: A framework for addressing housing need and homelessness in Queensland

2023-2024
FEBRUARY 2023



Sector Capacity

Q Shelter's sector capacity program has delivered more engagement, integration, and training events than ever before.

The level of engagement by diverse stakeholders across the housing system has surpassed all other years with overall satisfaction levels edging higher to 94%.

We are always improving how we capture the sector's needs for training which has helped to progress events that are well received and well attended.



June 2023 CEO and Leaders' Forum

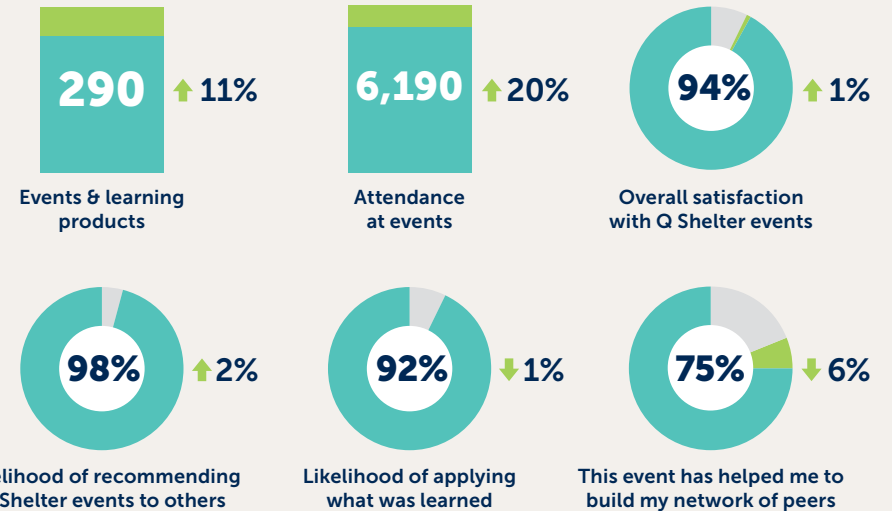


David Foreman and Sally Faux delivering Homelessness Awareness training to frontline workers from Sunshine Coast Council



Service Integration Facilitators and Regional Representatives

2022-2023 event evaluation



What participants said:

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

Help shape the Queensland Housing Summit, September 2022

"The training was very informative... I feel I have a better idea of how to handle this issue more confidently and with better knowledge."

Working with people affected by hoarding and squalor, October 2022

"The facilitator was absolutely amazing... so much insight, humour and knowledge was perfect. It was such an engaging session and we have all discussed how much we have taken from this already."

Responding to vicarious trauma training, April 2023

"What a great collaboration! It's wonderful to have the opportunity to share and know that our local government are a great support."


Homelessness awareness training for Sunshine Coast Council, May 2023



A sample of Q Shelter events and training programs in 2022-2023


Induction to housing and homelessness for local government	Building community support for housing & homelessness infrastructure	Q Shelter Learning Exchanges
Feeling the Pulse on housing growth and investment	CEO & Leaders Forum, AGM, and 35 Year Celebration	De-escalation Training
Brisbane 2032 Legacy Learning Series	Responding to Vicarious Trauma	Fundamental Governance Training
Exploring insurance solutions for the community housing sector	Domestic and Family Violence & Tenancy online learning	

ENROL NOW



Domestic and Family Violence & Tenancy
This is an online, interactive, self-paced course for real estate professionals who wish to improve their practice as it relates to domestic and family violence (DFV).

[Get started >](#)



The first online course available through Q Shelter's new Learning Management System

We are listening

Thank you for your input to our event evaluation surveys, which have made the following suggestions:

- Improve the login experience for online events.
- Share speaker resources with attendees after the session.
- Provide more scope for questions and answers with speakers.
- Include more activity-based learning and networking opportunities within sessions.
- Include a clear session outline as part of event promotions to help inform decisions to attend.



Legacy Learning Workshop co-hosted with Urbis



Service Integration

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

During 2022-2023, we continued providing backbone support to the Service Integration program across ten priority regions in Queensland to help achieve integrated housing and support plans. We saw a significant increase in service participation from outside of the housing and homelessness sector, demonstrating the increasing breadth of services participating in the Program.

We worked closely with our colleagues in the Gold Coast Homelessness Network, Encircle, and IFYS, who auspice Care Coordination facilitators in the Gold Coast, Sunshine Coast, and Moreton Bay.

Q Shelter also auspice facilitators in Cairns, Townsville, Mackay, Brisbane, Logan, and Redlands.



Maria Leebeek and Floyd Stephens at Gold Coast Homelessness Symposium



Service Integration Team and Regional Representatives at Regional Forum

2022–2023 Highlights

During the year, the Service Integration program:

- **Cairns** — Facilitated a collaboration with four other organisations (St Margaret's, Youth Link, the Women's Centre, and the Department of Housing) to continue the Young Parent Coordinated Care Project, which provides targeted housing outcomes supported by coordinated care for young women who are pregnant or parenting.
- **Logan** — Partnered with Wesley Mission, YFS, Kingston East Neighbourhood Group, and Settlement Services International to encourage Logan real estate agents to access services to support their clients whose tenancies might be at risk.
- **Townsville** — Worked with the Housing and Homelessness Network to strengthen their capacity to identify and complete strategic, sector-owned projects.
- **Mackay** — Worked closely with Community Accommodation Support Agency and other organisations to deliver the Community Services Expo in June 2023 and planned the Greater Whitsunday Community Housing Forum (postponed until August 2023).
- **Brisbane** — Re-established the Queensland Hoarding and Squalor Strategy Group and developed a website where registered services can upload Hoarding and Squalor information and de-identified case studies.
- **Redlands** — Established ongoing Community Hubs on Russell Island, MacLeay Island, and in Capalaba, where multiple services come together in a central location to assist those experiencing homelessness.
- Collaborated with the Department of Housing to develop and implement an enhanced client management system to better support households referred into Care Coordination.
- Developed a Practice Guide to support consistent practice across Service Integration regions, while allowing flexibility when coordinating multiple service responses for place-based, local-level needs.
- Collaborated with the Department of Housing and auspice organisations to develop an Action Research Framework (launching July 2023).
- Refreshed the Program's logo, reporting templates, and resources.

407 Sustainable housing outcomes

407 out of 562 (72%) closed support periods were sustainable housing outcomes

Household types:

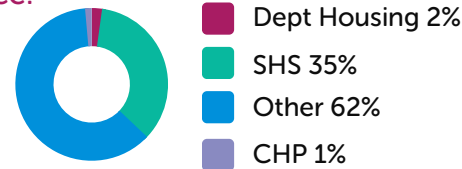
- 4% couple only
- 7% couple with children
- 2% extended family
- 1% group household
- 39% single only
- 46% single with children
- <1% other

Top 6 Tenures:

- 40% public housing
- 24% private rental
- 18% community housing
- 7% living with friends or family
- 3% transitional housing
- 2% short-term or crisis accommodation

642 New referrals

Referral source:



Referral pathways:

- 60% Homeless
- 38% At risk
- 1% Evicted from housing
- 1% Exited institutional setting

Household types:

- 3% couple only
- 6% couple with children
- 3% extended family
- 1% group household
- 45% single only
- 42% single with children
- <1% other

Demographics (of lead client):

- 30% First Nations
- 7% CALD
- 2% LGBTIQ+

Support needs

98% of new referrals had at least one more support need in addition to housing

Top 3 support needs:

- 81% mental health
- 73% financial difficulty
- 72% lack of family and/or community support

366 Active households

As at the end of the financial year

167 Households disengaged

Note: Data extracted 04/07/2023

Q Shelter's strength, sustainability, and future

The last 12 months has seen Q Shelter develop partnerships to deliver new funded programs including Community Housing Futures and Workforce Connect.

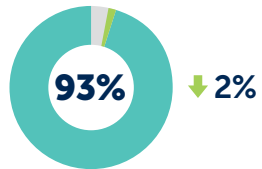
This has seen the Q Shelter team grow, driving the need to continue progress on IT, software, and system improvements to enable the delivery of new programs.

While we have been dedicated to advocating for housing and homelessness solutions for more than 35 years, to-date our impact has not been explicitly measured through an environmental, social, and governance (ESG) framework. We have therefore commenced a journey to develop an ESG framework to help measure our impact as a peak body. We believe that if this type of ESG framework is developed flexibly, it could also be a useful resource for other peak bodies.



Q Shelter Team Engagement

Q Shelter staff participated in an Employee Engagement Survey with Voice Project. Across all three core measures, Q Shelter out-performed benchmarks for similar organisations and received Voice Project's Best Workplace Award for the second consecutive year. We also improved our results from last year across all core measures.



Member and stakeholder satisfaction

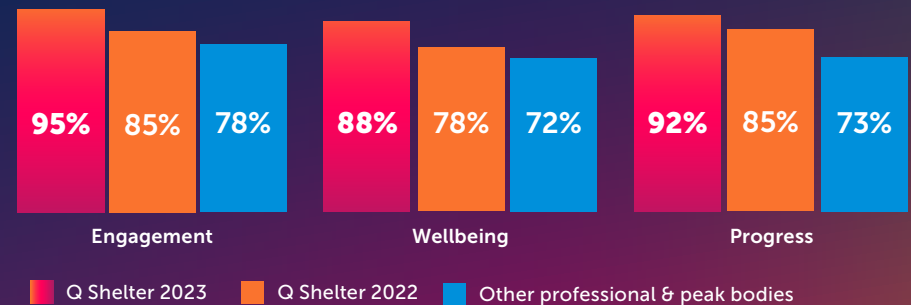
93% of members and stakeholders rate their overall satisfaction with Q Shelter and our impact as good or very good.

Member & Stakeholder satisfaction



Q Shelter team at Spring Hill Precinct community barbecue

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



2022 Deirdre Coghlan Bursary recipients

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

Tanya Sanders, Yoorana Women's Domestic Violence and Resource Centre

Emma Stafford, Queensland Injectors Health Network

The Immediate Support Accommodation Team, Kingston East Neighbourhood Centre

Jen Peterson, Housing Older Women Movement

Dianne Estreich, WIN Housing Projects



Deirdre Coghlan 2022 Bursary recipients
Dianne Estreich and Jen Peterson



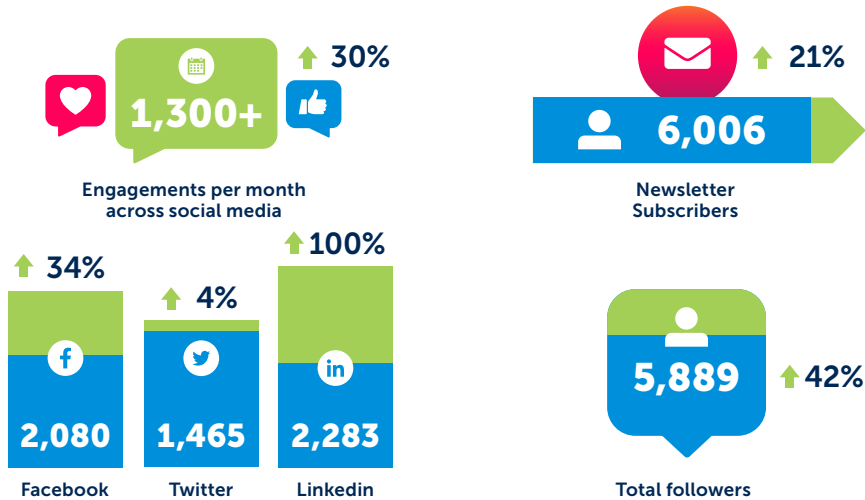
Q Shelter's Bree Tukavkin volunteers at Spring Hill Community Day in the Lady Bowen Precinct



Our team is growing! Kym Musumeci, Jehan Ayesha, Jessica Flint, Stuart Jobling, David Hill

Communications

Social media and newsletters



Membership

In the 12 months to June 2023, our membership base grew by 8% with new members attracted to Q Shelter’s policy work, engagement, and training events.



“Advocacy work over the past 12 months in particular has been phenomenal.”

Q Shelter Members, 2023 Member Survey

“Impressed with the fantastic efforts by the team who believe that every Queenslanders deserves a home.”

Q Shelter Members, 2023 Member Survey

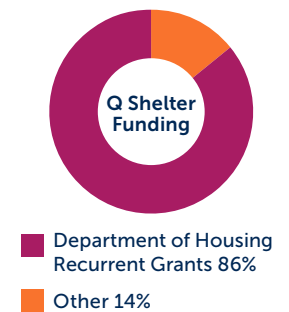
We are listening

Thank you for your input to our annual stakeholder and member surveys, which have made the following suggestions:

- Improve our regional focus (host regionally).
- Communicate more about the impact of our engagement with Government.
- Include more face-to-face and one-to-one engagement with organisations.
- Involve regional stakeholders in collective impact reporting as part of the Service Integration Initiative.

Funding

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



Present-day Q Shelter leaders with founding members Helen Wallace and Jon Eastgate at our 35-year celebration



Acknowledgements

Our work is only possible because of so many members, subscribers and stakeholders working with us to progress solutions to housing needs and homelessness.

We particularly want to thank:

- Q Shelter members, subscribers and followers
- Regional housing and homelessness networks and service integration groups
- The Q Shelter Regional Representatives Forum
- The Queensland Housing and Homelessness Peaks' Partnership
- The Housing Diversity Community of Practice
- The Queensland Housing and Homelessness Peaks' Partnership CEO and Leaders' Forum
- The Housing Older Women's Movement
- Members of Neighbourly and Peer Leaders involved in Q Shelter training
- The National Shelter Council
- The National CHIA Network
- The Make Renting Fair Campaign.



We have an enduring partnership with the Queensland State Government which is now expanded across more State Agencies. We have also engaged with stakeholders from local government and the Federal Government.

In particular, we appreciate extensive opportunities for engagement from:

- The Office of the Premier and Cabinet
- Queensland Treasury
- Department of State Development, Infrastructure, Local Government and Planning
- Economic Development Queensland
- Department of Energy and Public Works
- Department of Housing
- Regulatory Services
- Residential Tenancies Authority
- Department of Employment, Small Business and Training
- Department of Justice and the Attorney General
- Queensland Mental Health Commission.



Our heartfelt thanks and congratulations to specialist housing and homelessness services working so hard to deliver high-quality services in a context of growing need.

Q Shelter acknowledges funding from the Queensland State Government to deliver a range of peak and industry body programs and activities.





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