

Environmental, Social and Governance Impact Report

2023-2024





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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Executive summary

Q Shelter takes a partnership approach with other organisations, peaks and government agencies, as we work towards our vision of ensuring that 'Every Queenslander has a home'. This approach is seen as highly valuable and regarded by the sector we operate in, as evidenced by Q Shelter's inaugural Environmental, Social, and Governance (ESG) Impact Report.

By basing the reporting framework around the UN Sustainable Development Goals and developing key indicators for ESG areas, Q Shelter has been able to evaluate impact associated with our vision.

As a peak body representing our members, our findings clearly show that, in-line with our organisation focus and mission, our strongest impact area is demonstrated by social indicators, in comparison to the impact we have in governance and environmental issues within the sector. Indicators highlighting this impact include:

- Influencing policy such as the 20% uplift in Specialist Homelessness Services funding
- Successful partnerships and collaboration such as the Community Housing Futures program
- Engagement and networking events that enabled better outcomes for organisations, particularly smaller ones in regional and remote areas
- High quality training and development opportunities such as sector orientation, tenancy sustainment, trauma informed care, resilience mental health first aid, hoarding and squalor, and de-escalation, which are key to skilling sector staff.

Direct impact as a standalone organisation is high across social and governance indicators, and low on environmental indicators. Indicators highlighting this impact include:

- Gender balanced, skills-based governing committee
- Carbon footprint reduction initiatives such as recycling, travel options and use of renewables
- Operating policies and practices and culture training, including working groups to embed diversity, equity and inclusion and reconciliation action, resulting in consistent Best Workplace Awards and industry leading conditions
- Good neighbour relations through precinct meetings and engagement with local tenants.

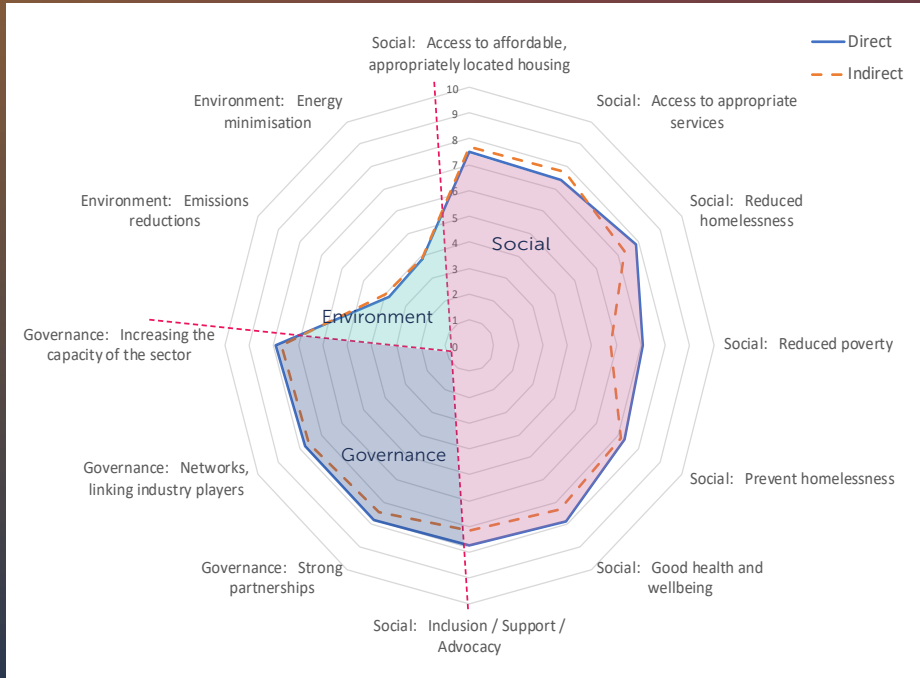
Q Shelter does not underestimate the importance of ensuring our focus on influencing housing and homelessness services, building capacity in the housing and homelessness sector, and building higher levels of organisational strength remains in line with current and future housing and homelessness priority needs. With this in mind, our future ESG priorities will focus on:

- elevating environmental matters concerning housing delivery and sustainability within the sector and as an organisation, to the same level as social and governance matters
- investigating a fit-for-purpose governance model and legal structure for Q Shelter
- utilising the ESG framework to inform strategic planning and future priorities to drive continuous improvements to governance, sustainability, and staff engagement in the sector and within our organisation, leading to better outcomes for housing and homelessness.

Q Shelter remains proud to be Queensland's peak organisation for the housing and homelessness sector and looks forward to continuing to work in partnership with many stakeholders to keep building a better Queensland for all.

Summary of impact

Sector impact



Key statistics & outcomes

Sector impact

330+
events & trainings

\$1.6 million
savings in staff costs p.a. due to Q Shelter information

8,460+
registrations

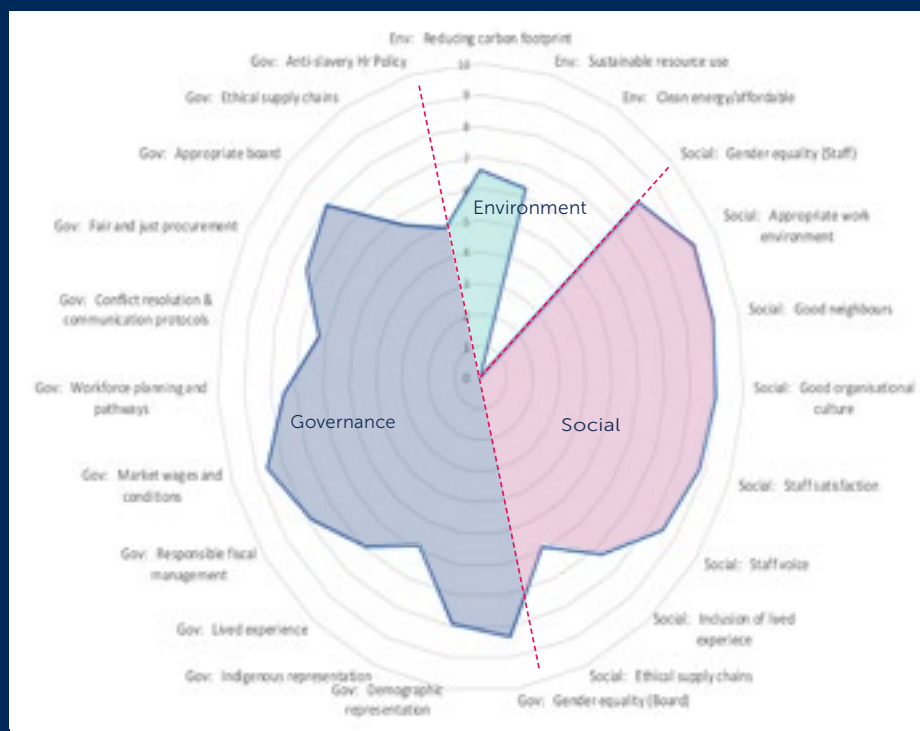
16
key submissions to government

increase capacity of sector

20% uplift
in funding for Specialist Homelessness Services

speed of housing delivery

Organisation impact



Organisational impact



Saved over 75,000 km per year due to flexible working arrangements



Best workplace winner 2022, 2023 and 2024



Staff voices, lived experience, and indigenous representation inform culture and practices



A focus on reduce, reuse and recycle



Highly skilled management committee with senior experience in governance, strategic planning and risk management



Female representation at all levels of the organisation*

*While 74% of staff are female, we acknowledge that there is currently a gender imbalance in our senior leadership, with more male than female representation.

A message from our COO

Q Shelter delivers projects, activities, and services across two externally focused outcomes:

- influencing solutions to housing needs and homelessness; and
- building capacity and capability in the housing and homelessness sector.

Our ability to influence, support and build capacity in the sector helps direct government policy as well as assist the incredible work completed by frontline services, such as community housing providers and community and human service providers. As such, we believe that our role as Queensland's peak housing and homelessness organisation is a critical one.

For a number of years, Q Shelter has been keen to measure our impact on the housing and homelessness sector and understand how our work benefits our communities. Understanding our impact will illustrate the way our activities are strengthening the capacity of frontline housing and homelessness services to better assist housing tenants, people at risk of homelessness, and people experiencing homelessness. Assisting some of Queensland's most vulnerable people to maintain or move into housing will also provide substantial community-wide benefits.

We note, however, that understanding our impact is challenging as there are many important players that contribute to housing and homelessness outcomes, and it is the combined effort of all that makes the difference we see. That is, while we deliver important services to the sector and influence policy environments, frontline services put this into practice and deliver the benefits to the community. We acknowledge each and every one of the organisations and individuals that positively affect housing and homelessness outcomes.

To assess our impact, we have adopted an Environmental, Social and Governance (ESG) framework approach. An ESG framework allows us to holistically consider our impact on the sector and community as well as assess our impact as an organisation. Due to the combined efforts of all, we have developed a framework that separates our direct impact from our indirect influence. Understanding where we are making considerable impacts, as well as the areas that can be strengthened, will assist us to keep refining our focuses in ways that respond to priority housing and homelessness issues.

In this report, we provide pertinent information about Q Shelter, outline our ESG framework, and discuss our impact on the sector as well as our impact as an organisation. We look forward to sharing with you our inaugural Impact Report.



Stuart Jobling
Chief Operating Officer

"Assisting some of Queensland's most vulnerable people to maintain or move into housing will also provide substantial community-wide benefits."

About Q Shelter

For over 35 years, Q Shelter has worked as a peak body to improve housing outcomes for Queenslanders. Over this time, we have remained an unwavering voice for solutions through advocacy, strategic engagement and capacity building. Our vision, purpose, values and strategic outcomes are noted in our Strategic Plan below.

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 Queenslander 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

Our Management Committee 2023-24



Dr Tanya Bell

Acting President



Darren Mew

Acting Vice President



Teresa Reed

Treasurer



Leanne Dreves

Company Secretary



Robert Perrier

General Member



Emma Whitehead

General Member



Kim Rawlings

General Member



Neil McAllister

General Member



Richard Hundt

General Member



Mark Jentz

General Member

Key statistics



10

Members in the Governance Team



125+

Combined years of experience in housing/homelessness sector



50%

Women



Governance skills

Committee members with considerable experience in senior leadership, strategic planning and risk management

Our members



Specialist Homelessness Services



Community Housing Providers



Student and Concession holders



Individuals passionate about Housing and Homelessness



Community Services and Not for Profit Providers



For Profit, Statutory and Government Bodies

Our ESG framework

ESG assessments measure, manage, report and interpret an organisation's impact on society and the environment. Although legislated in some areas, reporting on ESG is currently voluntary in the housing and homelessness sector.

Our ESG framework has been developed with regard to the [UN Sustainable Development Goals \(SDGs\)](#). These goals provide a shared blueprint for peace, prosperity and the planet and they strive to assist in creating a sustainable and equitable future. The SDGs recognise that together with tackling climate change and working to preserve the environment, ending poverty and other deprivations are also essential if inequality is to be reduced, health and education outcomes are to be improved, and economic growth is to be fostered.

A key ingredient in improving lives is enabling access to housing. As acknowledged in the Queensland Housing Strategy:

"Housing is an essential human service. Safe, secure and affordable housing enables better connections to support services, improved health, and greater social, economic and cultural participation. Better integration of housing and human services will deliver improved life outcomes for vulnerable Queenslanders."

Q Shelter is dedicated to making a tangible difference to Queenslanders, with a vision that every Queenslander has a home. By influencing solutions, building capacity, and further developing organisational strength, Q Shelter strives to improve housing and homelessness outcomes across all Queensland communities. We aim to do this in ways that positively impact the sectors' ability to improve the environmental, social, and governance outcomes in the housing and homelessness sector.

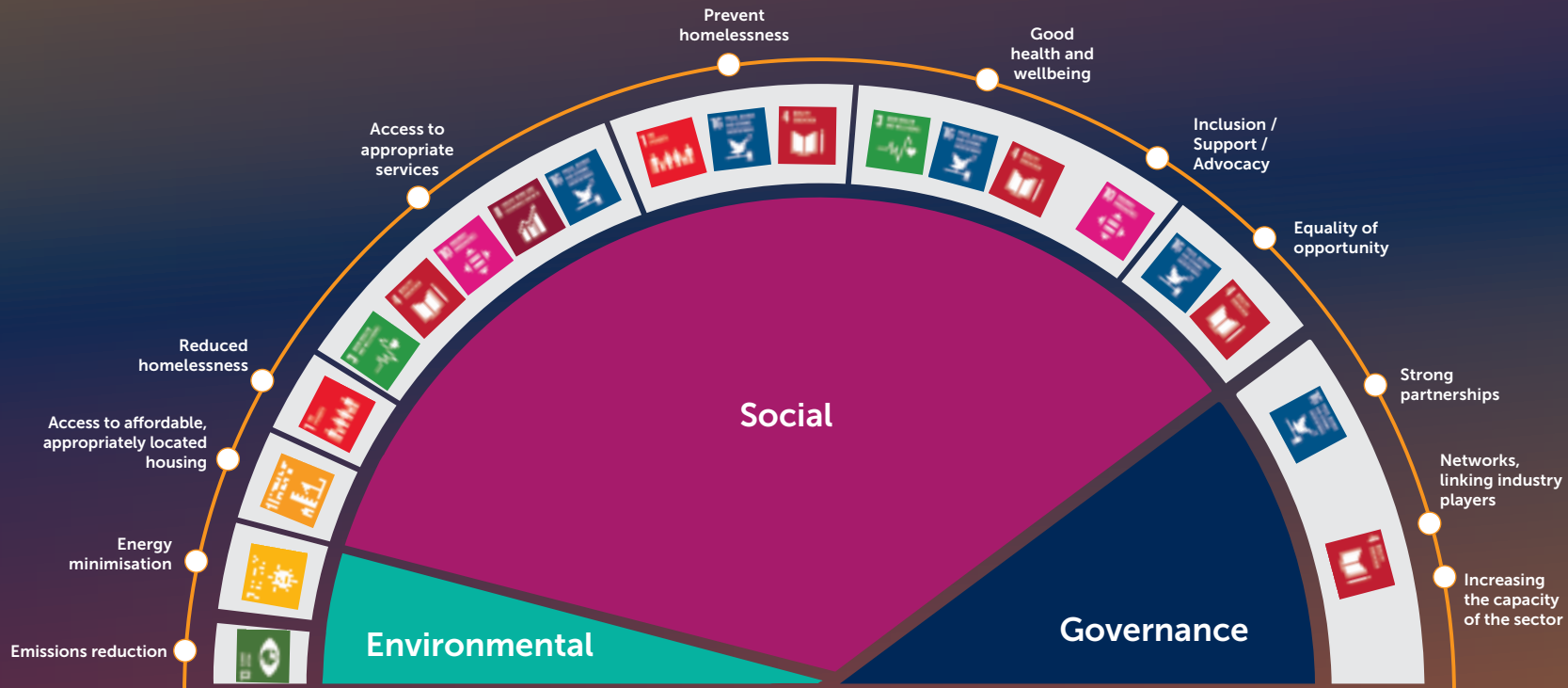
In developing our ESG framework we have reviewed and evaluated many other impact reports. These include, but are not limited to, Community Housing Industry Association's (CHIA's) ESG framework, 'Measuring What Matters – Australia's first national wellbeing framework' and PwC's ESG framework. We acknowledge the work that has come before us and we hope that our work will further evolve impact reporting.

To evaluate our impact associated with our vision that 'every Queenslander has a home', we have developed key indicators under the headings Environmental, Social, and Governance. We acknowledge that much of our work is focussed in the social and governance areas, although we are actively attempting to ensure that our advocacy and influence also positively impacts the environment.

We also report on a list of key housing and homelessness indicators at the end of the ESG section. We acknowledge that we are not solely responsible for these indicators, but are one of a number of important stakeholders impacting housing and homelessness outcomes. Understanding the movement of these indicators will help us to focus our key actions on priority issues throughout the coming years.

We note that this is the first report regarding our ESG impact and that we do not touch on all SDGs. Acknowledging what we can and cannot report on now will assist us to evolve our framework and data collection methods, which will enable us to report more fully on our direct and indirect impacts in the future.

Our ESG framework: Impact on the sector



Housing and Homelessness



Community Housing and Community Housing Providers



Public Housing



People experiencing homelessness



Homelessness services

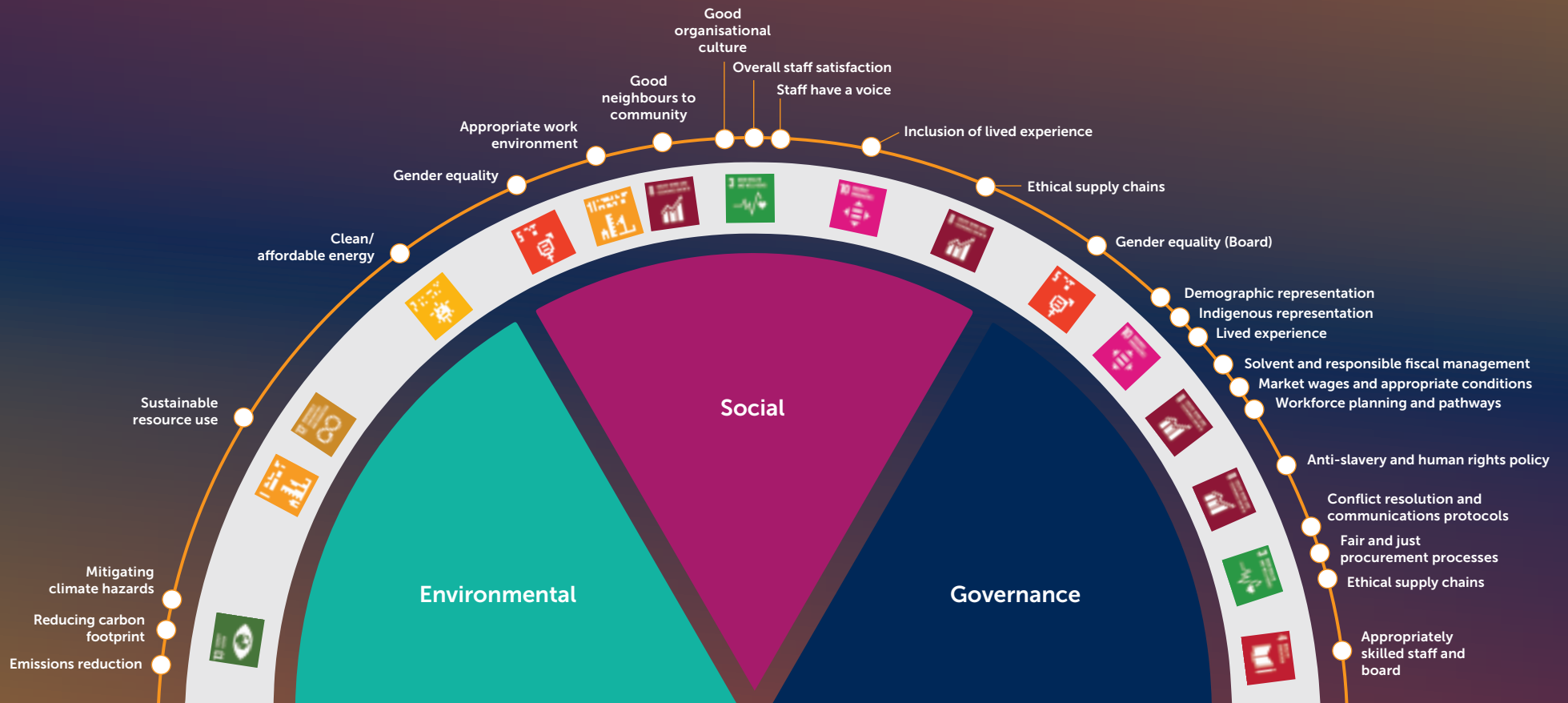


Waitlist information



Issues on the horizon

Our ESG framework: Impact as an organisation



Our impact

The following outlines our impact in the ESG areas. Impacts are described with reference to:

- The sector. This includes:
 - direct impacts based on Q Shelter’s activities/actions; and,
 - indirect/flow on impacts on the community, based on organisations’ use of Q Shelter’s information, advocacy and capacity building activities.
- Q Shelter as an organisation.




It is noted that the information in these tables has been based on objective, quantifiable information wherever possible. There are also some qualitative statements included that were obtained through interviews with Q Shelter’s member organisations.

The radar graphs preceding these tables summarise Q Shelter’s impact on environmental, social, and governance issues in the sector (both directly and indirectly) and as an organisation. These inaugural ratings will be used as a benchmark to compare future performance.










The ratings in the tables were determined through a collective assessment of performance completed by Q Shelter staff. In future iterations of the ESG impact report, we will be aiming to evolve the assessment of ratings by seeking a wider response from member organisations.

Following our direct impacts and indirect impacts, we also note key outcomes on housing and homelessness. The source of this information is included in the table, and we will be aiming to update this information at each iteration of the ESG report. By doing so, not only will key indicators of housing and homelessness be easily obtained, but trends and characteristics can also be revealed. Together all this information will continue to play a key role in determining Q Shelter’s priority actions and focuses moving forward.











Impact on the sector: Environmental

ENVIRONMENTAL					
UN goal	Area of impact	Q Shelter’s actions		Direct impact on the sector	Indirect/flow on impact to the community
 13 CLIMATE ACTION	Emissions reductions		QShelter policy position re: new Qld National Construction Code (NCC) where new house and units need a 7-star rating (out of 10)	Outcomes pending	Potential to assist with reduction of emissions, reduction of household costs
	Energy minimisation		Development of 'Managing Energy Costs in Multi-Unit Buildings: A Guide for Community Housing Providers (CHPs)	Disseminated through various Q Shelter channels, potentially reaching hundreds of CHPs	CHPs savings and environmental savings










Impact on the sector: Social

SOCIAL					
UN Goal	Area of impact	Q Shelter's actions		Direct impact on the sector	Indirect/flow on impact to the community
	Access to affordable, appropriately located housing		<p>The Community Housing Futures Program (CHFP) in partnership with Queensland Government, CHIA Queensland and Aboriginal and Torres Strait Islander Housing Queensland was established to help strengthen capacity and capability of Community Housing Organisations (CHOs)</p>	<p>44 CHOs have been successful with grants, 24 growth readiness assessments for CHOs and 31 business advisory grants with 49 successful applications</p> <p>The NRSCH Register indicates there are 105 Queensland CHOs, therefore CHFP has provided nearly 50% of all organisations with some form of assistance</p>	<p>Significant positive impact for CHOs - many indicate that they were able to bring forward the development/management of new stock, upskill their staff on the development/project management process, and improve dialogue with Board members.</p> <p>Some CHOs were able to apply to increase their housing portfolio by at least 30% because of the grants/assessments.</p>
			<p>Service integration and the development of Service Integration groups</p>	<p>Service integration and Service Integration groups servicing many organisations across Queensland</p>	<p>This initiative assisted 704 household referrals, accounting for 1,666 people. 183 identified as Aboriginal and/or Torres Strait Islander, 12 as LGBTQI+ and 46 were Culturally and Linguistically Diverse. 403 households were homeless, 284 were at risk of homelessness.</p> <p>Sustainable Housing Outcomes were also assisted in many ways: 470 households achieved sustainable housing outcomes, with 72% of closed support periods representing 1,088 people. Of these, 35% were in public housing, 25% were in private rental, and 17% were in community housing. A further 8% were living with friends or family, 5% in transitional housing, and 2% in caravan park or a cabin.</p>
			<p>Access to appropriate services</p>	<p>Asset managers network established</p>	<p>4 asset manager events in 2023-24, with 133 attendees</p>
	Reduced homelessness		<p>Submissions to State Budget and Federal Budget 2024-25 requesting a 25% uplift in funding for homelessness services to deal with increased demand</p>	<p>Uplift in SHS funding of 20%</p> <p>Additional State Government funding to allow after hours support for six specialist homelessness services</p>	<p>The uplift in funding has been instrumental for some organisations, particularly smaller providers. The SHS funding has enabled organisations to maintain a strategic focus, retain and be competitive in attracting core skilled staff, and upskill existing staff. Some organisations indicate that this funding has helped maintain as least 1 FTE staff member.</p>
			<p>Submission to National Housing & Homelessness Issues Paper – October 2023</p>		
					







Impact on the sector: Social

SOCIAL					
UN goal	Area of impact	Q Shelter's actions		Direct impact on the sector	Indirect/flow on impact to the community
	Reduced homelessness		<p>Training in a number of areas: sector orientation, tenancy sustainment, responding to vicarious trauma, trauma informed care, resilience mental health first aid, hoarding and squalor, and de-escalation</p> <p>Learning Management trainings</p> <p>Service Integration group meetings</p>	<p>103 general training events in 2023-24, 4,629 attendees</p> <p>3 online Learning Management trainings, 720 enrolments since publication</p> <p>207 Service Integration group meetings in 2023-24, 3,062 attendees</p>	Organisations consistently indicate that the trainings provided by Q Shelter are key to skilling their staff and are some of the best trainings they have attended. This leads to better outcomes for their clients and better understanding of issues by their staff.
	Reduced poverty		Recommendations to develop a National Poverty Reduction Plan	Outcomes pending	Potential to reduce poverty and homelessness significantly. In Canada, where a similar Plan exists, the poverty rate was almost halved between 2018 and 2020 due in large part to the Plan. Should even part of this benefit be passed on to families and individuals, homelessness and housing stress could be considerably reduced, impacting tens of thousands of people's lives.
			Recommendations to National Inquiry into the 'extent and nature of poverty in Australia' and appearance at Committee Hearing	Outcomes pending	
	Prevent homelessness		Q Shelter workshop with sector partners on the future design of the housing and homelessness system in Queensland	150 organisations worked together with Q Shelter. Recommendations incorporated into State Budget Submission. Increase in funding for SHS.	The uplift in funding has been instrumental for some organisations, particularly smaller providers. The SHS funding has enabled organisations to maintain a strategic focus, retain and be competitive in attracting core skilled staff, and upskill existing staff. Some organisations indicate that this funding has helped maintain as least 1 FTE staff member.
			Convened the monthly Hoarding and Squalor working group	7 meetings for the broader Hoarding and Squalor group since November 2022 with 98 attendees	Progress includes establishing a plan to enable a statewide lens for government, peaks, and non-peaks, as well as further data capture to better understand issues.




Impact on the sector: Social

SOCIAL					
UN goal	Area of impact	Q Shelter's actions		Direct impact on the sector	Indirect/flow on impact to the community
 10 REDUCED INEQUALITIES	Prevent homelessness		Submission to Queensland Government on tenancy sustainment framework (Oct 2022)	State Government expanded funding by \$11.7 million (allocated by the Housing Summit in 2022) for sector to support vulnerable people. In addition, the Homes for Queenslanders Plan committed \$10 million for additional emergency accommodation with onsite support, \$5 million boost to Immediate Housing Response package, and \$8.5 million for expanded after-hours outreach services.	Considerable additional vulnerable people able to be assisted
 8 DECENT WORK AND ECONOMIC GROWTH					
 3 GOOD HEALTH AND WELL-BEING	Good health and wellbeing		New Workforce Wellbeing project established in partnership with Homelessness Queensland	Organisations have developed workforce wellbeing and retention strategies	Organisations have indicated that the resources provided by Q Shelter assist their operations considerably. The Wellbeing project has assisted organisations to better responding to, retain, and attract their workforces.
 16 PEACE, JUSTICE AND STRONG INSTITUTIONS					
			Training in a number of areas: sector orientation, tenancy sustainment, responding to vicarious trauma, trauma informed care, resilience mental health first aid, hoarding and squalor, and de-escalation	Over 100 general training events in 2023-20t24 with 4,629 attendees	Organisations consistently indicate that the trainings provided by Q Shelter lead to better outcomes for their clients - and better outcomes for clients mean surrounding communities benefit too. 95% of attendees who completed a training evaluation were satisfied with Q Shelter training and 98.5% would recommend Q Shelter training and events to others.







Impact on the sector: Social

SOCIAL					
UN goal	Area of impact	Q Shelter's actions		Direct impact on the sector	Indirect / Flow on Impact to the community
 4 QUALITY EDUCATION	Inclusion / Support / Advocacy		Funding and in-kind support for Housing Older Women Movement in Queensland	Q Shelter has provided \$2,000 and in-kind support for marketing and communications as well as secretariat support. Engagements with the State Government, other NFPs and private enterprise have been facilitated.	In 2021 there were over 26,000 women in very low income households who were renters, and the potential for continued increase in this category over the next few decades is high. The Housing Older Women Movement could positively impact tens of thousands of women.
			Established new Tenant Participation reference group.	Q Shelter has provided secretariat support and facilitated engagements with the State Government, other NFPs and private enterprises.	Potential for positive impacts in tenant rights and representation
			Q Shelter 'Go for Gold' Policy Submission: A social inclusion legacy for the 2032 Olympic and Paralympic Games	Outcomes pending	Brisbane 2032 is an opportunity to achieve a new benchmark in delivering legacy benefits through international events. Q Shelter sees a significant opportunity to achieve a positive Brisbane 2032 legacy for all Queenslanders through practical solutions grounded in a social inclusion framework. The key focus areas to achieve greater social and economic equality are: <ul style="list-style-type: none"> • Reducing homelessness • Improving housing availability and affordability • Economic participation through employment and social procurement
			Q Shelter submission into NDIS Review – August 2023	Outcomes pending	Potential to increase supply and ensure that people living with disabilities have choice and control with respect to housing. This can lead to more appropriate housing solutions and higher levels of life satisfaction for many people.
			Peer leadership training	A series of eight training sessions in 2023-2024 with 18 attendees	Assessment ongoing.










Impact on the sector: Governance

GOVERNANCE					
UN goal	Area of impact	Q Shelter's actions		Direct impact on the sector	Indirect/flow on impact to the community
	Strong partnerships		Key leader in October 2022 Queensland Housing Summit	<p>250 stakeholders brought together</p> <p>\$56 million in new housing supply and initiatives</p> <p>\$1 billion boost to housing investment fund</p>	Many organisations have been able to boost supply and number of properties managed due to the assistance
			Growth readiness assessments as part of the Community Housing Futures program in partnership with Community Housing Industry Association Queensland, Aboriginal and Torres Strait Islander Housing Queensland, and Queensland Department of Housing	\$2.2 million in grants and funding for eligible CHPs available over two years	
		Partnership agreement with Homelessness Queensland and Department of Employment, Small Business and Training to deliver the 'Workforce Wellbeing' program	Organisations have welcomed this initiative	Organisations have indicated that the resources provided by Q Shelter assist their operations considerably	
		Regional travel to connect and support Regional Representatives Forums	<p>A number of regional trips to all parts of Queensland in 2023-24</p> <p>Regional representatives from 17 different regions brought together to produce communiques with recommendations that are presented to Queensland Government.</p>	Organisations have indicated that they welcome Q Shelter's personalised and hands-on approach. Many have indicated that their knowledge has improved and networks expanded due to Q Shelter's actions.	
		Training in a number of areas: Sector orientation, tenancy sustainment, responding to vicarious trauma, trauma informed care, resilience mental health first aid and hoarding and squalor, de-escalation.	Over 100 general training events in 2023-24 with 4,629 registrations	Organisations consistently indicate that the trainings provided by Q Shelter lead to staff that are better equipped for their work in the sector and a stronger organisation overall.	
					





Impact on the sector: Governance

GOVERNANCE					
UN goal	Area of impact	Q Shelter's actions		Direct impact on the sector	Indirect/flow on impact to the community
	Networks, linking industry players		Established the Housing Diversity Community of Practice in 2022 with 13 peak and industry bodies to discuss Queensland's housing growth requirements	Has met over 12 times and made representation to Queensland Government and local government on planning schemes, such as the SEQ Regional Plan and the Queensland Housing Growth Strategy	Building alliances across housing system to collaborate on key reforms Some resonance of recommendations in the SEQ Regional Plan and Homes for Queensland
			Delivered the Regional Representatives Forum bringing together representatives from 17 different regions to produce communiques with recommendations that are presented to Queensland Government	2 Regional Representative Forums with 113 registrations in 2023-24	Of those who provided feedback, 100% indicated they would apply what they learnt and that the events had helped them build their network of peers. All rated the events positively.
		Convened the CEO and Senior Leaders' Forum twice per year bringing key government decision makers and leaders from across the industry and other sectors together	2 CEO and Leaders' Forums with 434 registrations in 2023-2024	Feedback from participants indicated that 77% were likely to apply what they learnt, 88% rated the event good or very good and 96% agree that the event helped them build their network of peers.	
		Training in a number of areas: sector orientation, tenancy sustainment, responding to vicarious trauma, trauma informed care, resilience mental health first aid, hoarding and squalor, de-escalation	Over 100 general training events in 2023-24 with 4,629 registrations	Organisations consistently indicate that the trainings provided by Q Shelter lead to staff that are better equipped for their work in the sector and a stronger organisation overall.	
		Feeling the Pulse develops relationships in the Community Housing sector and increases knowledge and skills	10 events with 355 registrations in 2023-24	Feedback was very positive with 75% noting that they were likely to apply what they learnt and 92% rated the event in a positive light. 50% agreed that the event helped them build their network of peers.	

Impact on the sector: Governance

GOVERNANCE					
UN goal	Area of impact	Q Shelter's actions		Direct impact on the sector	Indirect/flow on Impact to the community
	Networks linking industry players		Regional travel to connect and support	A number of regional trips to all parts of Queensland occurred in 2023-24	Organisations have indicated that they welcome Q Shelter's personalised and hands-on approach.
			Discounted membership and free HR and WHS advice	33 organisations (30% of eligible members) representing 623 employees have purchased access to Q Shelter's discounted Employee Assistance Program. 67% of these organisations have 20 employees or less and save at least \$1,750 (those with fewer than 20 staff would save more) through our provider, TELUS health.	Organisations have indicated that the resources provided by Q Shelter assist their operations considerably. In fact, many indicated that they would need to hire another staff member just to keep up to date if Q Shelter did not provide the information. If this applied to even 20% of CHOs, then Q Shelter is helping save \$1.6 million in staffing costs.
	Increasing the capacity of the sector		The Community Housing Futures Program was established to help strengthen capacity and capability of Community Housing Organisations (CHOs)	44 CHOs have been successful with grants, 24 growth readiness assessments for CHOs and 31 business advisory grants (with 49 successful applications).	Significant capacity-building for organisations
			Submission to Queensland Government on tenancy sustainment framework (Oct 2022)	State Government expanded funding by \$11.7 million for sector to support vulnerable people. Homes for Queenslanders Plan committed \$10 million for additional emergency accomodation with onsite support, \$5 million boost to Immediate Housing Response package, and \$8.5 million for expanded after-hours outreach services.	Assessment ongoing.
				Workforce Connect initiative, including the Governance and Industry reference group consisting of SHS and CHP representatives and Homelessness Queensland. This program is a collaborative effort between Q Shelter and Homelessness Queensland. The trainings indicated above are also relevant to this initiative.	A considerable number of organisations involved and many trainings taken up




Impact as an organisation: Environmental

ENVIRONMENTAL			
UN goal	Area of impact	Q Shelter's actions	Impact
 <p>13 CLIMATE ACTION</p>	Reducing carbon footprint	<p>Appropriate location of offices for staff and the community, located close to public transport</p> <p>Active work-from-home policy with staff working an average of 66% at work and 33% in home offices</p> <p>Shower facilities provided to encourage staff to cycle to work</p> <p>Adoption of modern IT systems enabling high quality virtual meetings, resulting in less travel</p> <p>Management Committee chose to limit regional travel in 2023 and adopt virtual meetings to limit air kilometres (12 travellers replaced multiple air travel trips)</p> <p>Recycled furniture purchased for Q Shelter office where appropriate</p>	<p>Staff saved 1,572 km per week by working from home. This converts to 75,456 km per year, which saves around 24 tonnes of carbon dioxide equivalent emissions (tCO₂e). This is equivalent to seven households' annual vehicle travel emission.</p> <p>While the savings in regional travel have not been calculated, there has been considerable air kilometres saved</p> <p>Reduced consumption</p>
 <p>11 SUSTAINABLE CITIES AND COMMUNITIES</p>	Sustainable resource use	<p>Updated waste management policies</p> <p>Use of renewables</p> <p>Focus on food management practices</p> <p>Promotion of proactive waste management practices</p>	<p>Recycle bins throughout Q Shelter office</p> <p>Use of renewables wherever possible</p> <p>Reduction of food waste by confirming meeting attendees prior to events and adjusting food orders accordingly</p> <p>Food leftovers supplied to the community as a preference to composting where possible</p> <p>Compost bins for staff food waste</p>
 <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>			
 <p>7 AFFORDABLE AND CLEAN ENERGY</p>	Clean/affordable energy	Actions pending	In investigation mode

Impact as an organisation: Social

SOCIAL			
UN goal	Area of impact	Q Shelter's actions	Impact
 <p>5 GENDER EQUALITY</p>	Gender equality	<p>Formation of Diversity and Inclusion Committee 2022 expanded to Diversity, Equity and Inclusion in 2024 to empower staff to lead and embed inclusive practices throughout Q Shelter</p> <p>Q Shelter policy documents on employment and conditions</p> <p>Management Committee Handbook emphasising a skills-based committee with a mix of capability and experience</p>	<p>Governance: Balanced gender mix of Management Committee and Company Secretary comprising 50% male and 50% female, increasing the effectiveness of the committee and facilitating innovation and high-quality decision making</p> <p>Female Chief Executive Officer</p> <p>Q Shelter total staff mix comprising 74% female and 26% male</p> <p>Q Shelter Management positions held by 60% female and 40% male</p> <p>Q Shelter Senior Leadership Team comprising 60% male and 40% female</p> <p>Pay and conditions linked to Award and responsibility levels, ensuring equality of pay and conditions across the Q Shelter teams</p>
 <p>11 SUSTAINABLE CITIES AND COMMUNITIES</p>	Appropriate work environment	<p>Flexible work policy including working from home</p> <p>External consultants contracted to assist with WHS review and improve precinct safety for staff</p>	<p>Active work-from-home policy with staff working an average of 66% at work and 33% in home offices.</p> <p>New Workplace Health & Safety policies introduced to create a safe working environment for all staff</p>
 <p>8 DECENT WORK AND ECONOMIC GROWTH</p>	Good neighbours to community	<p>Precinct engagement – Christmas Hampers</p> <p>Precinct engagement – annual Precinct Community Day</p> <p>Precinct engagement - meetings between precinct stakeholders to improve the precinct</p>	<p>55 Christmas hampers delivered to precinct residents, providing nutritional food, vouchers and essential hygiene items</p> <p>Precinct meeting outcomes include the development of a street library for residents to read free books, additional security for safety of all precinct residents, a reconciliation garden to provide space for reflection, and social engagement with all precinct stakeholders</p>
 <p>3 GOOD HEALTH AND WELL-BEING</p>	<p>Good organisational culture</p> <p>Overall staff satisfaction</p>	<p>Everyday practice of consultation and collaboration with all staff to create an engaging work environment with a positive work culture</p>	<p>Best Workplace winner 2022, 2023 and 2024 – award provided against the key indicators of staff wellbeing, engagement and progress. Industry-leading results in values 95%, teamwork 93%, respect and equity 85%</p>
 <p>10 REDUCED INEQUALITIES</p>	Staff have a voice	<p>Anonymous online staff suggestions and solutions box established</p> <p>Monthly staff meeting where staff have the option to chair the meeting and decide on the topics to be discussed</p> <p>Everyday practice of consultation and collaboration with all staff</p> <p>Annual Staff survey to allow staff to provide feedback</p>	<p>Staff survey score regarding staff being 'encouraged to provide feedback' increased by 4% from prior year to 89%</p> <p>Increased staff satisfaction levels reported in the annual staff survey results</p> <p>Best Workplace winner 2022, 2023 and 2024 – see above.</p>
 <p>8 DECENT WORK AND ECONOMIC GROWTH</p>	Inclusion of lived experience	<p>Recruitment process designed to promote lived experience</p> <p>Reduced event ticket prices for lived experience</p>	<p>Past and present lived experience within the organisation</p>
 <p>8 DECENT WORK AND ECONOMIC GROWTH</p>	Ethical supply chains	<p>Procurement review 2023</p>	<p>Adoption of First Nations suppliers for food and office supplies where possible</p>

Impact as an organisation: Governance



GOVERNANCE				
UN Goal	Area of impact	Q Shelter's actions	Impact	
 <p>5 GENDER EQUALITY</p>	Gender equality	<p>Formation of Diversity and Inclusion Committee 2022, expanded to Diversity, Equity and Inclusion in 2024 to empower staff to lead and embed inclusive practices throughout Q Shelter</p> <p>Q Shelter policy documents on employment and conditions</p> <p>Management Committee Handbook emphasising a skills based committee with a mix of capability and experience</p>	<p>Governance: Balanced gender mix of Management Committee and Company Secretary comprising 50% male and 50% female, increasing the effectiveness of the committee and facilitating innovation and high quality decision making</p> <p>Female Chief Executive Officer</p> <p>Q Shelter total staff mix comprising 74% female and 26% male</p> <p>Q Shelter Management positions held by 60% female and 40% male</p> <p>Q Shelter Senior Leadership Team comprising 60% male and 40% female</p> <p>Pay and conditions linked to Award and responsibility levels, ensuring equality of pay and conditions across the Q Shelter teams</p>	
	 <p>10 REDUCED INEQUALITIES</p>	Demographic representation	<p>Promotion of a culturally diverse workforce in our recruitment process</p> <p>Focus on Q Shelter as a state representative with far reach in both urban and regional areas of Queensland</p>	<p>27 culturally diverse individuals (5 born overseas and two with languages other than English as their first language) located throughout Queensland, including Cairns, Townsville, Mackay, Ipswich, Logan, Redlands and Brisbane</p> <p>Management Committee members with representation from remote/regional and non-metropolitan areas</p>
		Indigenous representation	<p>Promotion of a culturally diverse workforce in our recruitment process</p>	<p>Culturally diverse staff, including one team member who identifies as First Nations</p>
Lived experience		<p>Recruitment process designed to promote lived experience</p>	<p>Past and present lived experience within the organisation</p>	
 <p>8 DECENT WORK AND ECONOMIC GROWTH</p>	Solvent and responsible fiscal management	<p>Finance, Audit, and Risk Committee established specifically to consider finance and risk matters</p> <p>AGM to present annual financial report to members</p>	<p>Monthly management reports presented to Governing Committee for review</p> <p>Skills-based Management Committee</p> <p>Annual audit by Pitcher Partners. Unqualified audit opinion issued with no material items raised.</p>	
	Market wages and appropriate conditions	<p>Wages set to SCHCDS award.</p> <p>Active Workplace Enterprise Agreement 2023-2027</p>	<p>Industry-leading conditions:</p> <ul style="list-style-type: none"> • Above award pay for staff • Five Weeks Annual Leave • Paid Christmas closure • Additional compassionate leave day • Additional paid provisions for maternity and paternity leave • Extensive flexible working conditions 	
	Workforce planning and pathways	<p>Area of focus for future</p>	<p>Work in progress</p>	

Impact as an organisation: Governance




GOVERNANCE			
UN goal	Area of impact	Q Shelter's actions	Impact
 <p>3 GOOD HEALTH AND WELL-BEING</p>	Anti-slavery and human rights policy	Ethical suppliers policy	Work in progress
	Conflict resolution and communications protocols	Full policy on conflict resolution for staff and Q Shelter members	No unresolved matters
	Fair and just procurement processes	Supply chain and procurement review in 2023	Active ethical supplier list for procurement.
	Ethical supply chains		Adoption of First Nations suppliers for food and office supplies where possible
 <p>4 QUALITY EDUCATION</p>	Appropriately skilled staff and board	Recruitment policy to guide recruitment process Management Committee skills matrix survey Annual staff survey Committee Succession Planning Working Group established	Highly skilled Management Committee with extensive senior leadership skills, strategic planning, and risk management skills and experience Active Committee Succession Planning Committee ensuring full suit of industry and professional experience

“Through the advocacy, initiatives, and resources provided by Q Shelter, organisations feel that they are better able to inform their boards, have better equipped/higher skilled and more resilient staff, and are able to improve their housing and homelessness services.”

Overall Housing and Homelessness Indicators

Overall indicator	Previous years	Most current information	Outcomes	Data source		
 Community and public housing tenancies						
	Number of community housing tenancies	11,675 (2016)	11,665 (2023)	Stable	Register of Government Services	
	Number of public housing tenancies	51,188 (2016)	53,010 (2023)	3.5 Increase over 7 years	Register of Government Services	
 People experiencing homelessness						
	- Number of people experiencing homelessness	21,671 (2016)	22,428 (2021)	3% Increase over last 5 years	2021 Census*	
	- People living in improvised dwellings, tents, or sleeping out	8% (2016)	9% (2021)	1% Relatively similar proportions	2021 Census	
	- People in supported accommodation for the homeless	17% (2016)	18% (2021)	2% Marginally higher proportions	2021 Census	
	- People staying temporarily with other households	21% (2016)	22% (2021)	1% Relatively similar proportions	2021 Census	
	- People living in boarding houses	16% (2016)	13% (2021)	-3% Decrease, probably reflecting stock	2021 Census	
	- People in other temporary lodgings	1% (2016)	2% (2021)	1% Relatively similar proportions	2021 Census	
	- People living in severely crowded dwellings	34% (2016)	35% (2021)	1% Relatively similar proportions, but increasing	2021 Census	
	Demographics of people experiencing homelessness					
		- Male	58% (2016)	56% (2021)	-2% Increasing proportion of women experiencing homelessness in recent years	2021 Census
		- Aboriginal and/or Torres Strait Islander	21% (2016)	21% (2021)	1% Relatively similar proportions	2021 Census
		- Preschool/Infants/Primary School	7% (2016)	8% (2021)	1% Relatively similar proportions	2021 Census
		- Secondary School	4% (2016)	6% (2021)	2% Marginally higher proportions	2021 Census
		- Tertiary Institutions	6% (2016)	5% (2021)	-1% Relatively similar proportions	2021 Census
		- Born in Australia	62% (2016)	65% (2021)	4% More people born in Australia	2021 Census
- Does not speak English well		5% (2016)	4% (2021)	-1% Relatively similar proportions	2021 Census	
- Has 1 or more health conditions		25% (2021)	25% Have 1 or more health conditions	2021 Census		

*All data pertaining to people experiencing homelessness sourced from 20490DO002_2021 Estimating homelessness, Census

Overall indicator	Previous years	Most current information	Outcomes	Data source
 Homelessness Services				
- Number of homelessness services	230 (2015/16 FY)	267 (2022/23 FY)	37 Increased over the period	AIHW Data
- Number of people accessing homelessness services	42,543 (2015/16 FY)	45,469 (2022/23 FY)	2,926 Increased over the period	AIHW Data
- Support periods multiplier of clients	1.40 (2015/16 FY)	1.42 (2022/23 FY)	0.03 Relatively similar levels of clients accessing multiple support	AIHW Data
By Region				
- Major cities	47% (2015/16 FY)	48% (2022/23 FY)	1% Similar proportion	AIHW Data
- Inner regional	20% (2015/16 FY)	24% (2022/23 FY)	4% Higher number accessing services in inner region (might be due to more services over the period)	AIHW Data
- Outer regional	27% (2015/16 FY)	23% (2022/23 FY)	-4% Lower proportion accessing services	AIHW Data
- Remote and very remote	6% (2015/16 FY)	4% (2022/23 FY)	-2% Marginally lower proportions	AIHW Data
 Community Housing Providers				
- Number of Community Housing Providers registered in Queensland	not available	105		NRSCH Website
- Number of Community Housing Providers registered in NSW	not available	244 (2024)		NRSCH Website
- Rate of Community Housing Providers in Queensland per 100,000 population	not available	2.0 (2024)	-33% Queensland has a third less CHO's than NSW	NRSCH Website
- Rate of Community Housing Providers in New South Wales per 100,000 population	not available	3.0 (2024)		NRSCH Website
- Tier 1 providers registered in Qld	not available	16 CHOs (15%) (2024)		NRSCH Website
- Tier 1 providers registered in NSW	not available	31 CHOs (13%) (2024)		NRSCH Website
- Tier 2 providers registered in Qld	not available	11 CHOs (10%) (2024)		NRSCH Website
- Tier 2 providers registered in NSW	not available	29 CHOs (12%) (2024)		NRSCH Website
- Tier 3 providers registered in Qld	not available	78 CHOs (74%) (2024)		NRSCH Website
- Tier 3 providers registered in NSW	not available	184 CHOs (76%) (2024)		NRSCH Website
 Waitlist information				
- Number of people on waiting lists	29,636 (2017)	45,473 (2024)	53% more Considerable increase in last 7 years	Qld Government, Social Housing Register
- Average Number of months on waitlist	15 (2017)	22 (2024)	47% more Considerable increase in last 7 years	Qld Government, Social Housing Register

Our current impact and future priorities

Q Shelter has positively impacted the housing and homelessness sector in the years leading to 2023-2024. Policy and Investment outcomes, such as the recent bipartisan commitment to a 20% uplift in funding for Specialist Homelessness Services (SHS), is one but recent example that will have a significant impact on the additional capacity and delivery of vital housing and support services.

Q Shelter's approach towards partnerships and collaboration with other organisations in the sector is also highly valued and has had a positive influence on the wider sector. The authentic, inclusive, and comprehensive way that Q Shelter staff reach out to local services and regions greatly affects how engaged many of them are with Q Shelter's policy and advocacy positions, resources and training opportunities.

An example of one such effective partnership is the Community Housing Futures (CHF) Program. Q Shelter is one of three peaks delivering this program, together with Aboriginal and Torres Strait Islander Housing Queensland (ATSIHQ), CHIA Queensland, and the Queensland Government.

Engagement and networking events and functions facilitated by Q Shelter are also instrumental to many in the sector. Understanding where to go for services, what has worked for others, and learning about new initiatives in the pipeline all enable better outcomes for organisations, particularly smaller ones located in regional and remote areas.

Regarding Q Shelter training and development opportunities, between 75% and 100% of attendees from participating organisations indicated that they would directly use the information and knowledge they had gained, and almost all attendees found event informative and useful.

"The trauma-informed training provided by Q Shelter is still one of the best pieces of training I've ever completed. It has helped me and my staff deliver our services in ways that are so much more conducive to our clients' needs."

A wide range of efforts are noteworthy regarding Q Shelter's ESG impact as an organisation. For example, Q Shelter staff saved over 75,000 car kilometres per year due to flexible work arrangements. Using credible carbon emissions calculators, this equates to 7 households' annual average CO2 emissions due to driving. Although not calculated, additional emissions have been saved through Q Shelter shifting to online meetings for some regional meetings.

Q Shelter is also a good neighbour. Within the Spring Hill precinct of Brisbane, Q Shelter provides minimal food wastage but supports community members with food parcels, delivers various community functions with neighbouring residents, including a Community Day each year, and holds precinct meetings to provide beneficial outcomes in the wider neighbourhood.

Q Shelter prioritises and embeds diversity and inclusion into policies, procedures and everyday interactions, with established standing committee structures for Diversity, Equity and Inclusion, and for Reconciliation Action. The Q Shelter Management Committee and staff exhibit a notable gender balance, with staff voices, lived experience and indigenous representation informing culture and practices.

A positive workforce culture is highly regarded, as evidenced by Q Shelter receiving the XRef Best Workplace Award in 2022, 2023, and 2024.

Going forward

Q Shelter acknowledges that it can develop an even greater focus on environmental matters concerning housing delivery and sustainability within the sector and as an organisation.

In addition, key areas for improvement and future ESG reporting include:

- **Modernising our Governance** – The Q Shelter Management Committee and leadership team are actively considering future governance models and reviewing the benefits of moving from an Incorporated Association to a Company Limited by Guarantee.
- **Reporting within the Housing & Homelessness Sector** – The new ESG Framework allows Q Shelter, but importantly the wider sector, to understand its impact and offers a methodology for measuring that impact at a point in time. A possible next step includes working with Q Shelter members who may wish to develop their own ESG reporting functions and utilise the methodology developed in this report.
- **Informing Strategy and Future Priorities** – Utilise the new ESG Framework to inform strategic planning and future priorities.

While it is unlikely that the ESG reporting frequency would be undertaken annually, a report to provide a comparative data set for future analysis is anticipated to be prepared in the next couple of years.

Acknowledgements

We acknowledge the various inputs that assisted in putting together this first ESG Report, including many of our members and sector partners who shared their impact data and feedback with us, Vanessa Bennett and the C Change Sustainable Solutions team who helped us design and document the ESG Framework, Helen Gearing for her editing and layout work, and, of course, the entire Q Shelter team whose passion and positive drive for collaborative transparency in our work have ensured the vision for this report became a reality.





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