

Annual Report

2024–2025



Artwork by Aboriginal artist Lani Balzan of the Wiradjuri people. Commissioned in 2025 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 and Chief Executive Officer

As homelessness and unmet housing needs persist, Q Shelter has continued to strengthen our organisation while delivering capacity building and strategic engagement activities throughout Queensland.



Dr Tanya Bell
President



Fiona Caniglia
Chief Executive Officer

Our role as Queensland's peak housing and homelessness organisation has never been more important. We recognise that to be effective, we needed a refreshed Strategic Plan guiding us to a longer-term vision for the future.

That is why we commenced 2025 with in-depth planning sessions considering a timescale of 20 years. And while our current plan only expires in 2025, we wanted to end this calendar year with a robust plan ready for implementation by the Q Shelter team.

As challenging as it is to plan for 20 years into the future, it made us think more deeply about the things we need to do now to be on a trajectory towards visionary outcomes where the causes of homelessness and unmet housing needs are addressed. Our Strategic Plan embeds a commitment to prevention. It retains an external focus on capacity and capability building, and strategic policy and advocacy. We underpin our work with genuine investment in systems, team development and staff engagement.

Some highlights over the last year include:

- Participating in the Social Impact Leadership Australia Program, providing several leadership development opportunities across Q Shelter
- Making progress towards becoming a Company Limited by Guarantee with a new constitution and membership structure
- Publishing our first ESG report, which will be replicated every two years
- Progressing an Innovate Reconciliation Plan
- Delivering more events, service integration meetings and training with 8721 registrations across all activities
- Progressing micro-credentials for community housing and homelessness staff new to our sector
- Finalising a Sector Induction Training product
- Delivering staff attraction, retention and wellbeing products and services throughout Queensland
- Delivering 15 policy submissions to various Government Departments
- Strengthening and expanding two policy committees covering community housing and homelessness
- Engaging diverse peak organisations across all sectors to progress solutions in support of housing diversity
- Participating in the Homelessness Ministerial Advisory Council including co-chairing of the SEQ Sub-Committee
- The commencement of the Tenant Participation Working Group and the continuation of peer leadership training
- Delivering a world-leading displacement monitoring report to understand housing impacts in the runway to Brisbane 2032
- The expansion of the CEO and Leaders' Forum achieving record participation
- Delivering the first iteration of Community Housing Futures in partnership with Aboriginal and Torres Strait Islander Housing Queensland and CHIA Queensland
- Achieving a Workplace of the Year Award for the fourth year.

As we navigated a change of Government, we continue to build relationships across all regions and with elected representatives, presenting evidence-based solutions to the toughest challenges. Our reputation continues to grow as a trusted partner known for a focus on solutions, impact and implementation success.

Over the next 12 months, we will embed our new legal structure in practice, deliver the first year of our RAP and engage with the State Government about the future of funded programs and the delivery of housing supply. We will continue to invest in partnerships that deliver innovative solutions to our shared concerns.

We thank the Queensland State Government for its continued support, and our many members and stakeholders for engaging with us. We also thank our sponsors for helping us expand our reach, strengthen events and deliver more when it comes to ensuring a home for every Queensland.

We thank our volunteer board for their wisdom and guidance. And a sincere thanks to the staff team at Q Shelter for their dedication and service to our sector and the wider community.

Dr Tanya Bell, President

Fiona Caniglia, CEO



Highlights from 2024–2025

Capacity and capability

- Developed a new Sector Induction training product. Worked with TAFE Queensland on micro-credentials for community housing providers and specialist homelessness services, which were delivered to the sector early in the 2025–2026 financial year
- Advocated for a funded Certificate IV in Housing qualification
- Continued the Regional Representatives' Forum for the 34th year
- Delivered a record number of engagement and training events, and service integration meetings with over 8,700 registrations
- Delivered workforce wellbeing, attraction and retention programs across Queensland
- Delivered training to local government staff, strengthening their understanding of homelessness causes and solutions
- Partnered with Aboriginal and Torres Strait Islander Housing Queensland and CHIA Queensland to deliver the first iteration of Community Housing Futures
- Continued to deliver backbone services and regional facilitation as part of the Service Integration Initiative engaging 319 agencies across 47 service domains.

Influence

- Delivered 15 submissions on policy and reform
- Launched a world-leading displacement monitoring report in the lead-up to the Olympics and Paralympics
- Strengthened Q Shelter policy committees focused on community housing and homelessness
- Resourced the development of a tenant participation working group
- Played an active role in the Homelessness Ministerial Advisory Council
- Joined with Peakcare, Queensland Aboriginal and Torres Strait Islander Child Protection Peak, Neighbourhood Centres Queensland and Queenslanders with a Disability Network to collaborate on proposing how prevention can be embedded across systems and services
- Convened the Housing Diversity Community of Practice involving diverse private and community sector peaks, industry bodies and professional associations for the third year
- Expanded the CEO and Leaders Forum to include and involve more diverse[^].

Organisational strength

- Participated in the Social Impact Leadership Australia Program in Cohort 4
- Completed Q Shelter's first Environmental, Social and Governance Impact Report
- Progressed our Innovate Reconciliation Action Plan
- Developed Q Shelter's 20-year strategic plan, titled 'Beyond Shelter: Hope, Homes, Futures. A bold vision for 2045.'
- Improved systems and technology to deliver products and services to stakeholders
- Integrated improved culture and wellbeing activities across Q Shelter
- Improved the Risk Management Framework
- Strengthened internal training offering
- Sixteen percent growth in Q Shelter membership
- Progressed our transition to being a Company Limited by Guarantee
- Achieved 'Best Workplace Award' for the fourth consecutive year.



Fiona Caniglia at the launch of the inaugural Displacement Monitoring Report

Strategic outcome: Influence

- **Policy Submissions:** Q Shelter made 15 official submissions on behalf of the housing and homelessness sector to parliamentary inquiries and other review mechanisms. These included submissions on home ownership policy, Economic Development Queensland PDAs, State Planning Policy, Making Queensland Safer legislation, and arrangements for hosting the 2032 Games, just to mention a few.
- **State Budget:** Delivered in January 2025, Q Shelter's comprehensive [2025–2026 Pre-Budget Submission: Towards a Healthy Housing System](#) outlined the sector's most pressing needs and proposed solutions. Several key calls for policy and investment did feature in subsequent Queensland Government responses.
- **Policy Advisory Groups:** Q Shelter launched two new Policy Advisory Groups during the reporting period to strengthen policy development and advocacy efforts through deeper engagement with sector leaders and subject matter experts: *Homelessness Policy Advisory Group (HPAG)* *Community Housing Policy Advisory Group (CHPAG)*.
- In partnership with AHURI, Q Shelter published the [SEQ Housing and Displacement Monitoring Report](#) alongside partners including Communitify, YFS, The Salvation Army, inCommunity, Micah Projects, Brisbane Youth Service, and The Committee for Brisbane. The report is the first in a series that will be published annually, monitoring housing market conditions and homelessness responses in the lead up to the 2032 Games.
- Q Shelter began scoping a research project exploring the intersection between homelessness and interactions with justice systems. AHURI were commissioned to conduct the initial research scoping, with input from PeakCare, Queensland Family & Child Commission, Queensland Mental Health Commission, and QATSICPP. The project will seek partners over the next 12 months to support delivery.
- The Housing Diversity Community of Practice (CoP) continues to promote diverse housing solutions, including "missing middle" and gentle density infill development, with members on the CoP including LGAQ, COMSEC, Master Builders, YIMBY Queensland, CHIA, PIA, Australian Institute of Architects, Strata Community Association, PCA, and some specialist advisory firms.
- Q Shelter also participates in a Modern Methods of Construction (MMC) Working Group to advance the use of non-traditional construction methods to respond to the state's housing crisis more effectively and promptly, with members of the group including Master Builders, prefabAUS, and Manufacturing Skills Queensland.
- Our policy team provides ongoing participation in the Residential Tenancies Authority (RTA) Stakeholder Meetings to provide sector input and receive crucial updates on tenancy reforms.
- Q Shelter continued to work closely with many local councils during the year to provide training support for frontline staff and policy advice, supporting local decision-making and responding to homelessness. This included key work with Cairns, Wide Bay, South Burnett, Logan, Rockhampton, Moreton Bay, Brisbane, and the Gold Coast local councils, just to name a few.

Q Shelter also participates in the following advisory groups

- The Committee for Brisbane Legacy Subcommittee to ensure the 2032 Olympic Games deliver on an inclusive housing legacy
- Queensland Foyer Invest Group focused on delivering the youth foyer program across Queensland
- Advisory and Monitoring Group (AMG), which oversees the Queensland Government's initiatives to improve housing access for older women.
- Various other engagement mechanisms with Queenslanders with Disability Network (QDN), The Lady Musgrave Trust, and Brisbane Zero groups on a range of policy, advocacy and event activities

Key Forums and Events:

- Two separate Regional Representative Forums brought together 137 representatives from across 17 different regions during the year, including engagement with the Queensland Government on key issues and opportunities. The CEO and Senior Leaders' Forums in June and November, attracted almost 500 registrations in total. The June Forum integrated with the National Homelessness Conference on the Gold Coast. Guest speakers included Scott Langford (Housing Australia), Minister Sam O'Connor, MP, Sue Pope (Common Ground Queensland), Rachel Hunter PSM (Independent Reviewer of Homelessness Responses in Queensland) and Mike Zorbas, (Property Council of Australia).



Hon. Sam O'Connor MP, Minister for Housing and Public Works speaking at Q Shelter's CEO and Leaders Forum in June 2025

Outcomes Q Shelter contributed to

- **Legislative changes on faith-based land:** In partnership with YIMBY Queensland and the Archdiocese of Brisbane, Q Shelter advocated for legislative reforms to the state planning framework. These changes, passed in late 2024, and now enable Community Housing Providers (CHPs) to deliver social and community housing projects on underutilised land owned by faith-based and community organisations. Q Shelter also co-developed educational resources with the Therefore Group, Archdiocese of Brisbane, Wesleyan Community Care, and Access Community Housing Company to enhance sector understanding and uptake of these changes.
- **Homelessness Ministerial Advisory Council (HMAC):** Launched by the Minister for Housing and Public Works in early 2025, this forum provides direct engagement between the Minister and key industry stakeholders. Q Shelter's advocacy played a key role in shaping this new structure coming together as well as the two HMAC subcommittees that have been established, which include a focus on:
 - Delivering more Supportive Housing
 - Coordinating South East Queensland Homelessness responses.
- **Community Housing Growth:** Q Shelter called for an ongoing pipeline of funding to strengthen the Community Housing sector. The State Budget allocated \$5.6 billion to this goal across the budget and forward estimates, as well as an allocation of \$500 million each year out to 2044 to align with targets.
- **Specialist Homelessness Services (SHS) Funding:** Q Shelter advocated for a 25% increase in SHS funding. The State Budget included a 20% funding uplift, which was commissioned to align with the existing service agreements out to 2027-28.
- **Supportive Housing Policy:** Q Shelter advocated for a comprehensive government policy framework for supportive housing and the establishment of supportive housing in all key population centres. In response, the Queensland Government has developed and published a new Supportive Housing Policy in partnership with the sector.
- **Youth Foyers:** In collaboration with the Queensland Foyer Invest Group and other sector partners, Q Shelter advocated for the expansion of Youth Foyers across the state. The Queensland Government has committed to eight new foyers in the recent State Budget.

Looking Ahead to 2025–2026

- Q Shelter is set to host the next Regional Representatives Forum and CEO & Senior Leaders' Forum in November 2025 in Brisbane. Guest speakers will include Amanda Camm MP, Minister for Families, Seniors and Disability Services and Minister for Child Safety and the Prevention of Domestic and Family Violence, with further speakers to be announced later in the year.
- We will continue collaborating with key peak and industry organisations to engage the Queensland Government on embedding prevention-focused approaches.
- In terms of policy development and research, we will release the second edition of the SEQ Housing and Displacement Monitoring Report and progress new research exploring the intersection between homelessness and interactions with the justice system.

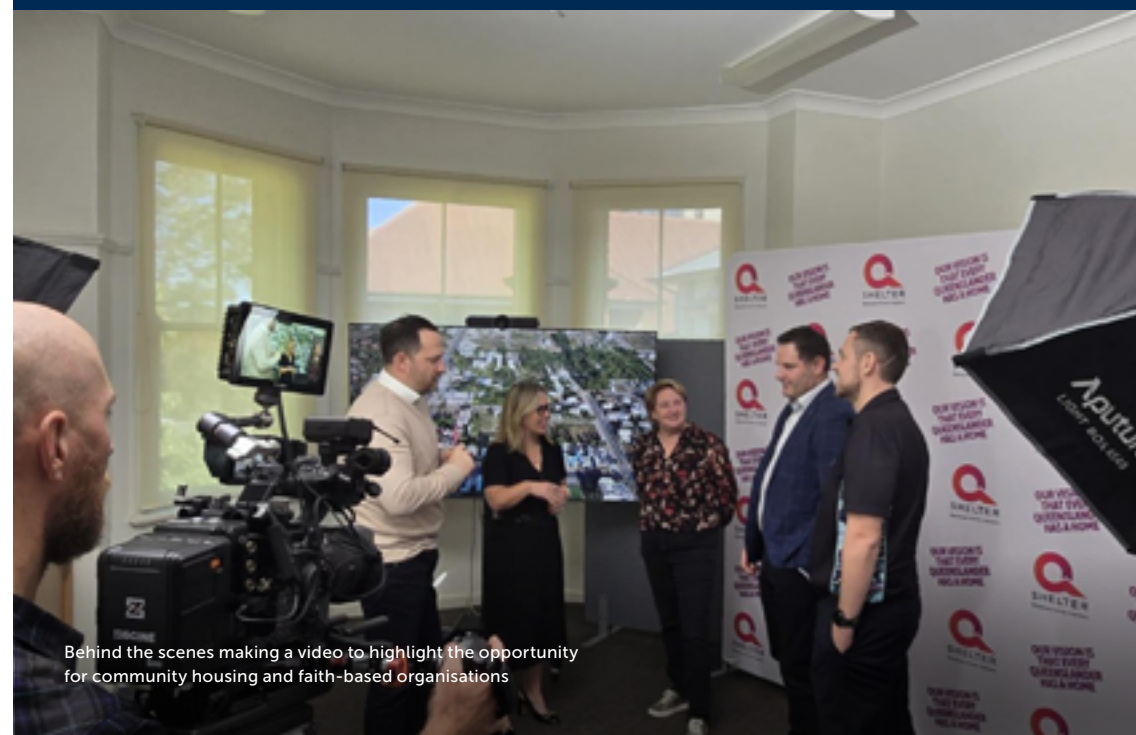
What stakeholders said

"Definitely, the conversations we had with you and Q Shelter—helping us navigate the steps we need to take to start this development process—have been really helpful."

Rev. Dr Kathy Eddie, CEO, Wesleyan Community Care, on how Community Housing Providers can deliver community and affordable housing projects on under-used land owned by faith-based and community organisations.

"Our housing strategy must consider and respond to housing opportunities—again, before, during and after Brisbane 2032—in all communities across Queensland that are hosting these events to make sure this event can benefit all Queenslanders. I want to acknowledge the work of our peak body, Q Shelter, who have been front and centre advocating for the housing and homelessness legacy that an Olympic event can leave for our state."

The Hon Sam O'Connor MP, Minister for Housing and Public Works, during the 2025 Estimates Committee hearings.



Behind the scenes making a video to highlight the opportunity for community housing and faith-based organisations

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



Strategic outcome: Sector Capacity

Q Shelter's sector capacity program again delivered training and capacity building events to a record number of stakeholders.

Highlights from 2024–2025

- Partnered with BSI Learning to deliver a nationally recognised Diploma of Leadership and Management, providing advanced skills in leadership, strategic planning, and organisational management to 25 participants, including two with lived expertise.
- In partnership with the Department of Housing and Public Works, Q Shelter co-designed and launched a sector-wide orientation eLearning course in April 2025. The course introduces foundational knowledge of Queensland's housing and homelessness sector. To support both new entrants and experienced professionals seeking deeper insights into sector systems, roles, and challenges. The course has had more than 440 enrolments since its launch, marking a significant step toward building a more informed, connected, and capable workforce across Queensland.
- Q Shelter delivered targeted training on Applying Housing First Principles, supporting organisations to embed evidence-based approaches that prioritise housing solutions and person-centred support. This initiative strengthens sector alignment with best practice models and enhanced service outcomes for people experiencing homelessness.
- Recognising the importance of clear, ethical, and strengths-based documentation, Q Shelter developed and delivered workshops on case study development and case note writing. These sessions equipped practitioners with practical tools to improve communication, accountability, and reflective practice across the sector.
- Q Shelter established a Communities of Practice Lived Expertise Leadership Group composed of workforce members with lived experience. This strategic initiative ensures that policy, practice, and training are shaped by authentic insights, driving inclusive reform and enhancing the relevance and responsiveness of housing and homelessness services.
- We sustained our commitment to peer-led workforce development by continuing our Peer Leadership Training program. This initiative empowers individuals with lived experience to take on leadership roles, fostering a more inclusive and resilient sector culture.
- Q Shelter published two strategic papers: one on tenancy sustainment and another on client disengagement, providing actionable insights to inform service design, policy development, and continuous improvement. These publications support evidence-informed decision-making and foster a shared understanding of complex client pathways across the sector.

- Upgraded and Revamped The Deck, online resource hub Q Shelter undertook a full upgrade of The Deck enhancing visual design, accessibility, and content relevance. The revamped site now serves as a dynamic tool for stakeholder engagement, resources and sector related information.

- Q Shelter hosted a sector-wide event exploring the pathways from institutional settings including prisons, hospitals, immigration detention, and out-of-home care into homelessness. The discussion highlighted the common patterns across these systems: without coordinated early intervention, support and planning, many people face homelessness. A keynote speech from someone with lived expertise, a panel and table activity, led participants to reflect on what they could do in their own roles, such as building stronger cross-sector collaboration, and identified priorities for systemic change.

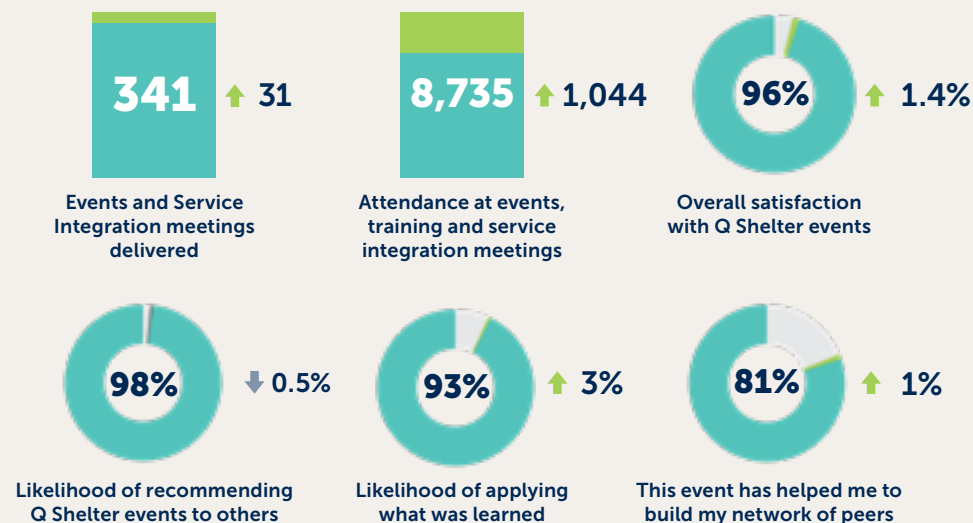
- In response to growing concerns about safety and aggression, we facilitated multiple de-escalation training sessions for frontline staff across Queensland.

People experiencing homelessness are increasingly presenting in heightened states of anger and distress, not because of individual failings, but because systemic gaps continue to leave them without the housing and supports they need. While workers are often left to manage the consequences, these trainings provided practical tools to de-escalate volatile situations, while also shining a light on the need for structural reform to reduce harm for both workers and the people they support.

- Q Shelter partnered with Rockhampton Regional Council to deliver training for non-traditional frontline staff including cleaners, librarians, local laws and council officers who are often the first to encounter people experiencing homelessness in public spaces. This initiative aimed to build confidence, reduce fear, bust myths and provide simple strategies. While local government responses to homelessness can be politically complex, this training demonstrated a constructive alternative: equipping everyday council workers to respond with empathy and connection.



2024–2025 event evaluation



What participants said:

"Bringing a good cross section of stakeholders together. Loved the way Fiona called for action points so that we could drive how to improve the housing shortage."

"I usually cringe at butcher paper, this time the ideas were so interesting that I enjoyed adding to the questions asked."

"The case note writing workshop was the perfect length with the essential information covered. I have previously attended others where the amount of information was quite lengthy, whereas this session was informative, concise and practical. Wonderful opportunity to see how other case note writing looks from different providers/service types."

"I particularly enjoyed the key speaker. There is nothing like someone speaking from a lived experience to support us to be the best practitioners we can be."

"I enjoyed the networking and seeing that we are not the only ones who are dealing with the heavy load and feel for our clients to find better solutions for them in a tricky world."

"Broad overview, didn't get too specific, answered questions well, started & finished on time, used language most people could understand, explained acronyms etc. Had a positive and enthusiastic attitude towards the content. Well Done :)"

"An impressive mix of people from different organisations, government, lived experience and commercial businesses. All working towards solutions."

"I really enjoyed the content; it was really helpful. I also loved that it didn't go for hours, it was concise but very productive... it certainly gave us a lot of great ideas and lots of things to think about!"

"Well organised, relevant information. Case studies provided excellent evidence for the sector"

"Very thorough explanations and appreciated the demonstration videos. Loved that there was a wide variation in people's responses to feeling levels of threat etc. but no one was made to feel wrong about their response."

"Very informative- great to hear from industry leaders outside of QLD - both national and international."

"The trainer was great and it was amazing to have a professional with lived experience leading the training. I think it helps professional put people's situation into perspective"

"The information and firsthand experience shared throughout the workshop is what I enjoyed most. It's logical, realistic and applicable support and information that can be used straight away moving forward."

A sample of Q Shelter events and training programs in 2024–2025

De-escalation and Advanced De-escalation training	CEO & Senior Leaders Forum, AGM and end-of-year celebration	Sector Orientation – eLearning introduction to Housing and Homelessness
Responding to Vicarious Trauma	Working with people affected by hoarding and squalor	Case note writing workshops
Managing Compassion fatigue	Local Government training – understanding homelessness	Applying Housing First principles to our practice
Monthly Learning Exchanges	Applied Suicide Intervention Skills Training	Supporting Gender Diverse People Experiencing Homelessness

Looking ahead to 2025-2026

- **Sector-Wide Orientation Program.** Deliver an online learning program that provides foundational knowledge for professionals in housing, homelessness, and broader human services. This program will promote cross-sector collaboration, align service approaches, and include interactive modules and real-world scenarios to support practical application.
- **Local Government Capacity Building.** Partner with local governments to deliver targeted training on the causes of homelessness and equip staff with trauma-informed, culturally responsive engagement strategies. Develop place-based learning pathways to reflect local needs and service ecosystems.
- **Workforce Resilience.** Support the workforce in managing the emotional and operational impacts of working with highly vulnerable clients.
- **Accessible and Scalable Training Solutions.** Expand high-quality, affordable eLearning modules that are accessible to regional and remote workers. Ensure training supports onboarding, career progression, and continuous professional development.
- **Supervision as a Strategic Practice.** Deliver specialised training on supervision to build reflective, strengths-based cultures. Enhance supervisor capacity to support staff through complex casework and empower staff to engage in supervision as a space for growth and innovation.
- **Lived Experience Communities of Practice.** Working on reducing barriers to employment for people with lived experience and criminal histories. This includes working with advocating for policy changes around background checks and licensing. The CoP also serves as a platform for peer support, knowledge exchange, and collective action to improve workforce outcomes.
- **Peer Leadership.** Aim to deliver this course again using facilitator with lived experience to create a more authentic and empowering learning environment for participants. By involving someone with lived experience, the course can better address real-world challenges and foster leadership skills that are directly applicable to workforce settings. It also supports the development of peer-led employment pathways, where graduates may go on to mentor others or take on roles in community services, advocacy, or support work.
- **Tenant Participation Working Group.** Investigating expanding this to a bigger network over the next 12 months.

We are listening

We appreciate the constructive feedback we get from participants, as we're always looking for ways to improve what and how we deliver.

- I'm a visual learner so having more picture-based content to support different learning styles.
- Some content on slides is too small to easily read in the session.
- It would be helpful to have a link in the course completion email to make it easy for me to recommend this course to others.
- Great information, but it was mostly verbal, so I felt like I was listening to 1 person speak for a long time.



Sector Orientation Training

Developed in collaboration with the Department of Housing and Public Works, this course explores crucial aspects of the housing and homelessness sector in Queensland.



Q Shelter’s latest online course offering through our Learning Management System

Get started >



Program highlights: Service Integration Initiative

Facilitating system capacity for integrated, front-line responses to people with multiple needs experiencing, or at risk of experiencing, homelessness.

Highlights from 2024–2025

During the financial year, the Service Integration Initiative (SII):

- Celebrated a series of powerful wins that are reshaping the way we work and connect, like the exciting collaboration between Zero and SII in Rockhampton, a partnership that's proving impactful
- Initiated the next iteration of the Action Research Framework, a forward-thinking approach designed to enhance service delivery and responsiveness by integrating real-time feedback and evidence-based practices
- Established strong partnerships with local service providers in several regions to deliver critical information to real estate agencies to empower them with the tools and knowledge for early intervention and client support
- Engaged in partnerships with several organisations and programs to deliver training and to workshop solutions to operational challenges
- Delivered training partnerships in response to demand from the sector, in particular we saw high demand for de-escalation training
- Strengthened role clarity and accountability, broadened service diversity with increased participation across government, housing, and mental health sectors
- Created more opportunities for face-to-face networking and workforce development, and enhanced information sharing to promote greater system transparency
- Worked with the Prison Release Working Group to expand our third Synthesis Series event to include people exiting institutional settings such as hospitals, immigration detention, and out-of-home care as well as prisons
- Delivered the half-day Synthesis Series event to more than 150 people from the sector, with a deep dive into strategies to reduce disengagement and support transitions institutions, and a comprehensive forum on driving collective impact in service integration



Service Integration Facilitator John Clayton with the Central Queensland Zero Connections Group in Rockhampton

- Provided leadership for the sector-led initiative, Young Parent Coordinated Care Project in Cairns, responding to the urgent needs of young parents experiencing homelessness, resulting in 80% of referred participants securing and maintaining stable housing with wrap-around supports
- Highlighted the power of collaboration as the success of the Cairns trial led to partial funding, with continued advocacy underway to include dedicated accommodation, which is evidence of the sector's ability to drive meaningful change despite the pressures of day-to-day service delivery
- Successfully expanded its referral base by building relationships, raising awareness, and providing tailored support to frontline staff in the aged care and employment sectors resulting in more timely identification of individuals at risk of homelessness due to ageing-related vulnerabilities or employment instability
- Reinforced the value of early intervention and cross-sector collaboration through these activities, ensuring that housing needs are addressed before they escalate
- Played a key role in the Rockhampton Regional Council's Place of Last Resort consultation, helping to shape more inclusive emergency preparation strategies that reflect the needs of vulnerable and at-risk populations
- Supported the above consultation in Rockhampton through a community development lens to represent a wide range of programs and events, strengthen cross-sector collaboration, raise awareness of housing and support pathways, and reinforce the importance of integrated responses across health, housing, and social services.



The Service Integration team visiting the Mareeba Community Housing Company team in North Queensland in 2025

Our annual feedback survey for the 2024–2025 financial year showed strong support for Service Integration Groups (SIGs), a clear understanding of their purpose, and their effectiveness at driving outcomes.

- 98% of respondents affirmed the ongoing need for SIGs, up 5 points on previous year
- 95% recognised a clear goal of the SIG (up 8 points)
- 94% valued the Service Integration Facilitator's role (up 5 points)
- 96% confirmed their organisational support (up 7 points)
- 89% agreed SIGs improve sector knowledge
- 91% reported stronger engagement across organisations (up 7 points).



Looking ahead to 2025–2026

- Ongoing support for enhanced service system responses to ensure individuals and families receive the right support at the right time, by refining processes and addressing gaps in service delivery
- Building on previous collaboration efforts, we aim to increase referrals from the broader human services system while deepening integration across key sectors—including housing, health, mental health, disability, aged care, child protection, domestic and family violence, justice, and employment
- By reducing fragmentation and improving coordination, the initiative seeks to ensure individuals and families can access a seamless, responsive network of support that reflects their unique needs and circumstances. This work reinforces the importance of early identification, shared responsibility, and holistic service delivery across all levels of the system.



Program highlights: Community Housing Futures



Community Housing Futures is a partnership between the Queensland Government, Aboriginal and Torres Strait Islander Housing Queensland (ATSIHQ), CHIA Queensland, and Q Shelter. The program supports Community Housing Providers (CHPs) through access to business advisory services, tools, training, and education. Q Shelter is the auspice body.

Iteration 1 concluded in 2025, delivering three activity streams and an independent evaluation by AHURI.

Following an announcement to re-fund the program in September 2024, planning for Iteration 2 commenced through co-design meetings with ATSIHQ, CHIA Qld, Q Shelter, and the Department of Housing and Public Works. The next phase, launching in late 2025, will be informed by evaluation findings and sector feedback.

Business Advisory Grants

In 2023–2024, \$2.2 million in Business Advisory Grants (BAG) funding was distributed to 48 community housing providers (CHPs), with projects continuing into 2024–2025.

- 53% of successful BAG applications aimed to directly support the growth of social and affordable housing, with an anticipated delivery of 3,765 dwellings (AHURI).



Program participation

42 CHPs engaged with the Program

72% of participating organisations are Tier 3 organisations

48 grants totalling over \$2.2 million were distributed

22 growth readiness assessments were completed

“I couldn’t speak highly enough of the whole process ... and what it’s done for our organisation ... We’ve got developments over the line because of these grants, like it is that simple. We just wouldn’t have the funds to do them up or do them to the level that we did them.” (CHO Focus Group AHURI Evaluation)

“It’s really just driven home the pipeline of opportunity that we actually have for growth within our organisation.” (CHO Focus Group AHURI Evaluation)

“Having an independent expert planner was very helpful and assisted in building my knowledge of this space. I rated this highly for a novice, dipping their toes into the planning and development space.” (Feedback from Introduction to Planning)

Looking ahead to 2025–2026

The Program has been refunded and is scheduled to relaunch in late 2025. It will include two key components:

Grants Program

- A General grant stream open to eligible Community Housing Organisations
- A dedicated grant stream for Indigenous Controlled Housing Organisations, supporting culturally appropriate housing initiatives and community-led solutions

- A continued partnership with Aboriginal and Torres Strait Islander Housing Queensland and CHIA Queensland to deliver CHFP in collaboration with the Department of Housing and Public Works.

Capacity Building Training and Resources Program

- A General training and resources stream to support sector-wide capability development.
- A tailored stream for Indigenous Community Housing Organisations.

Program highlights: Workforce Connect

Highlights from 2024–2025

- Continued to evolve the HomeNow website, which includes videos showcasing the career and study pathways into our sector. These videos are also available for the sector to use in their own promotion or recruitment.



- CALD and First Nations consultants were engaged to deliver an extensive report on strategies to attract and support these groups within the sector. This work included a video series, broad community consultation, new artwork for the WellNow website, and the development of capability resource documents.



- Continued the rollout of the Wellbeing Framework across Queensland. To support implementation, a comprehensive training series was developed, including a Wellness Workshop, a Culture and Wellbeing Strategy session, and a Stress Resilience workshop.

- The WellNow trainings have reached 387 organisations and engaged 977 attendees through events and workshops, with an estimated further reach of 4,601 people across workplaces.

- 5,943 job seekers have registered their interest in working with our sector through HomeNow.org.au, and of those, 2.4% identified as having lived experience or expertise of housing need or homelessness.

- The project initially received extended funding until June 2025, followed by a further extension from July to September 2025, enabling the expanded delivery of HomeNow and WellNow.

- Q Shelter has applied for a fully funded Certificate 4 to be available to the sector to support workforce attraction.

- Campaigns promoted in the project used new social channels to good effect and measures will be reported in the project wrap-up in late 2025.

- The project received extended funding until June 2025, allowing for expanded delivery of HomeNow and WellNow.

Looking ahead to 2025–2026

- Continue the current program of work until September 2025, allowing for wider reach and expanded delivery throughout Queensland.
- The final months of the project will be dedicated to delivering workplace wellbeing sessions, conducting surveys and consultations across the sector, and preparing the final report for the Department of Trade, Employment and Training (formerly Department of Education, Small Business and Training).

HomeNow contact database



Of our total contacts in 2024-2025, 2.4% identified as having lived experience of housing need and homelessness.

WellNow workshops in 2024-2025

Month	Organisations	Attendees	Reach	Consultation
Nov-24	51	107	565	15
Dec-24	2	3	3	2
Jan-25	31	65	197	1
Feb-25	93	99	309	7
Mar-25	35	119	452	9
Apr-25	22	167	655	12
May-25	80	270	1493	11
Jun-25	73	147	927	7
Total	387	977	4601	64

“Whilst I understand and appreciate that the [Wellbeing] Framework and resources are primarily for housing and homelessness sector, I believe they are appropriate and applicable to the broader human service sector – including the DFV sector. I have forwarded these to my DFV Integration Manager colleagues around the state for their information and sharing with their networks.”



Strategic focus area: organisational strength

Highlights from 2024-2025

- The management committee, leadership team and staff collaborated to produce Q Shelter's new Strategic Plan, titled ***Beyond Shelter: Hope, Homes, Futures. A Bold Vision for 2045.*** The plan was developed by imagining a 20-year horizon where Q Shelter defines its focus, while charting a trajectory to success, sustainability and impact by 2045. The principles of transparency, collaboration, leadership and impact will guide the organisation in pursuit of its vision; Every Queenslander has a home.
- Acknowledging employee wellbeing as paramount to a healthy organisation, Q Shelter implemented an annual culture and wellbeing plan. Staff engagement survey results highlight the impressive success of the plan, with wellbeing increasing from 80% to 85%, 11% higher than benchmark.
- After successful grant under the Community Underwriting 2024 Small Grants Program, Q Shelter was able to transform an underutilised workspace into a dedicated wellbeing room for use by staff and visitors.
- After consulting members at our 2024 AGM, evaluation of contemporary legal structures continued to ensure Q Shelter can operate effectively in an ever increasingly complex environment. The Management Committee agreed that a company limited by guarantee would be the most appropriate legal structure (for the organisation) and produced a new constitution for Q Shelter Ltd, which will be presented for a member vote at our 2025 AGM.
- At our 2024 AGM, seven Management Committee members were re-elected for a further two year term, and Q Shelter welcomed one newly elected Management Committee member. These appointments strengthened organisational governance with a skills-based committee well equipped to strategically guide the organisation into the future.
- Q Shelter continued to embrace new technologies to improve efficiencies and services, including the use of artificial intelligence for meeting transcriptions and administrative processes, and increased opportunities for staff engagement and feedback through software enhancements.
- Engaging with Spring Hill precinct partners remained high on the agenda for the Q Shelter team. Coffee mornings, garden projects and community events were held throughout the year to engage and strengthen relationships between residents and service providers. The Halloween party was a highlight and was enjoyed by many residents and staff.
- For several years, Q Shelter has offered a discounted employee assistance program (EAP) to member organisations and their employees. Negotiations are underway to provide even greater service and value to the 700+ employees and their family members who access EAP services through this agreement..

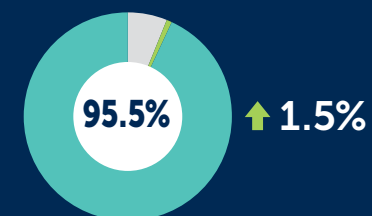
- Q Shelter launched its inaugural Environmental, Social and Governance Impact report in January 2025. By basing a reporting framework around the UN Sustainable Development Goals and developing key indicators for ESG areas, Q Shelter was able to evaluate impact associated with organisational vision. As a peak body that takes a partnership and collaborative approach whilst representing members, the findings clearly show that, in-line with organisation focus and mission, the strongest impact area was demonstrated by social indicators.
- In recognising the significant challenges that First Nations peoples face in accessing safe, affordable, and culturally appropriate housing, the Reconciliation Action Plan (RAP) Working Group was formed at the start of the year to develop a RAP that reflects Q Shelter's deep commitment to building strong, respectful and collaborative relationships with Aboriginal and Torres Strait Islander peoples and communities. Q Shelter's Innovate RAP has been endorsed by Reconciliation Australia. See page 22 of this report for more detail.
- The new Diversity, Equity and Inclusion Working Group commenced activities that align with its purpose, which is to ensure diversity, equity, and inclusion are consistently prioritised and embedded into Q Shelter policies, procedures, and everyday interactions. See page 22 of this report for more detail.
- At our 2024 AGM, we welcomed seven inaugural members of the Q Shelter Alumni, established to strengthen and retain relationships with former staff, committee members.



Q Shelter's inaugural Alumni members were welcomed at the 2024 AGM. L-R: Dr Tanya Bell, Adrian Pisarski, Teresa Reed, Alana Kanafa, Emma Greenhalgh, Fiona Caniglia, Murray Benton.



Member
satisfaction



Member satisfaction

This year Q Shelter conducted a survey involving a random sample of members rather than a wider stakeholder survey. We were hoping this methodology would help reveal insights that were more reliable due to the random nature of the selection.

While the results show a slight increase in overall satisfaction with Q Shelter's performance and contribution, we are pleased that the robust methodology adopted helps confirm the results from previous years' online surveys. This year's survey was undertaken by an independent data analytics consultancy.

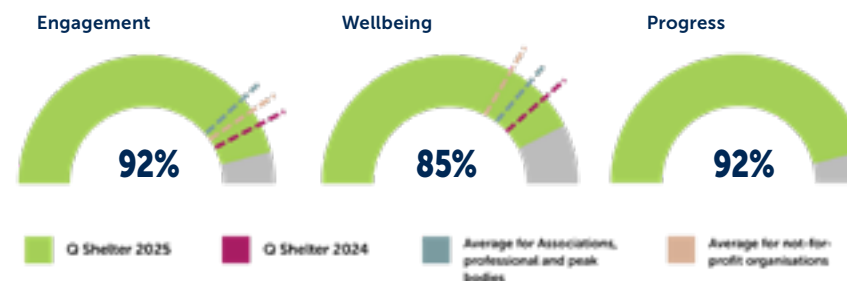
Q Shelter Team Engagement

Q Shelter staff again participated in an Employee Engagement Survey with XRef in 2025, and for the fourth consecutive year won the Best Workplace Award.

BEST WORKPLACE WINNER 2025



Employee Engagement Survey results for Q Shelter compared to other professional and peak bodies and not-for-profit organisations surveyed by XRef:

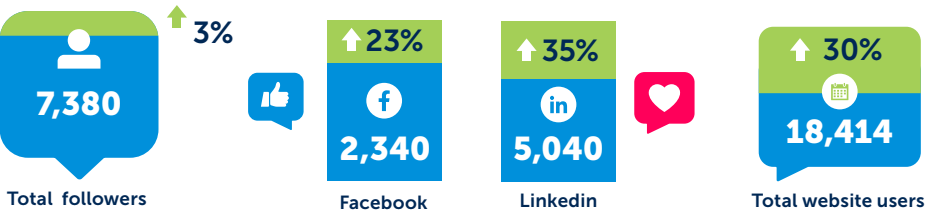


Communication

Social media and newsletters

During 2024-2025, Q Shelter posted 714 updates to social media across three platforms. LinkedIn was again our most popular social channel, where our posts gained more than 220,908 impressions, and had 7,464 interactions from our followers compared to the previous financial year.

After assessing the value and reach we were obtaining from all our social media channels, Q Shelter decided to discontinue our use of X (formerly Twitter) in the last financial year. Encouragingly, even with the reduction of approximately 1,500 followers on X, we have still increased our overall followers by 3% year-on-year. This reflects our strong reach on the remaining channels, as well as our strategy to migrate our followers on X to other channels.



We sent out 11 editions of our Home Matters newsletter during the year, as well as an additional 33 email bulletins to our 5,000+ subscribers.

Print and broadcast media Q Shelter continues to use mainstream media to promote our advocacy and policy work. In 2024-2025 we published 18 media releases, in addition to responding to a number of interview requests, editorials and other opportunities. We continue to leverage our excellent working relationship with other peaks and sector partners to speak with one voice and garner maximum exposure on key issues in our sector.

Membership

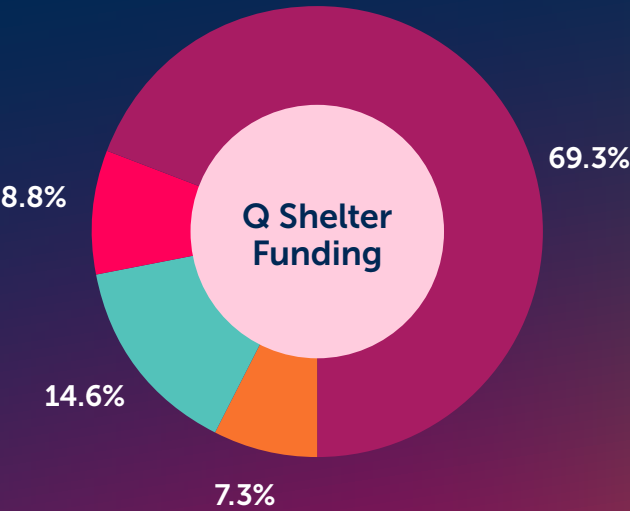
During the 2024-2025 financial year, Q Shelter again grew its active member base by 16.4%. This consistent growth in new individual and organisational members is evidence of our consistent delivery of sector influence and advocacy, engagement, and array of capacity building offerings.



For 2024-2025, the number of member organisations taking advantage of our discounted Employee Assistance Program increased by 15.6 per cent, providing cost-effective access to counselling, wellbeing and work-life balance resources for up to 720 sector employees and their immediate families. Several member organisations were also able to use the service to organise immediate, on-site critical incident support for their teams.

Funding

Department of Housing and Public Works Recurrent Grants	\$3,450,601
Department of Housing and Public Works Non-recurrent Grants	\$440,138
Department of Trade, Employment and Training Non-recurrent Grants	\$725,983
Other	\$363,164



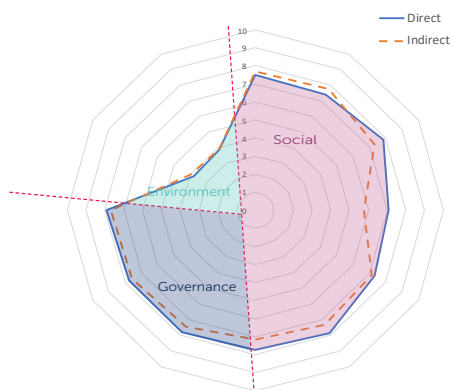
Environmental, Social, and Governance

Our inaugural report to measure our ESG impact

Q Shelter's first Environmental, Social, and Governance (ESG) Impact Report was published in 2025, and set the baseline for measuring our impact, both as an organisation and as part of the housing and homelessness sector, into the future.

The report outlined Q Shelter's direct and indirect impact in ESG areas, using the UN Sustainable Development Goals as a framework. Vanessa Bennett from C-Change Sustainable Solutions was instrumental in designing the ESG framework used in the report.

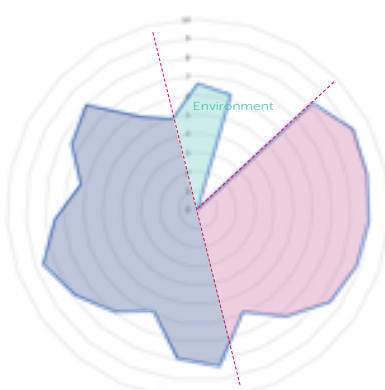
Summary of sector impact



As a peak body representing our members, the report clearly showed that, in-line with organisational focus and mission, the strongest impact area was demonstrated by social indicators, and direct impact as a standalone organisation was high across social and governance indicators.

The report highlighted Q Shelter's ability to influence, support and build capacity in the sector, helping to direct government policy as well as assist the incredible work completed by frontline services, such as community housing providers, specialist

Summary of organisation impact



homelessness services, and community and human service providers. As such, Q Shelter's role as Queensland's peak housing and homelessness organisation is a critical one.

Going forward, the report has allowed Q Shelter to consider the need for a greater focus on environmental matters concerning housing delivery and sustainability, and has helped inform strategy and future priorities, how we report within the housing and homelessness sector and how we can modernise governance within the organisation.

Diversity, equity, and inclusion

Q Shelter intentionally takes a whole-of-organisation approach and commitment to diversity, equity and inclusion, working purposefully towards teams and individuals being leaders of inclusive practices so that all people from diverse backgrounds feel welcome, safe, supported and valued at Q Shelter.

The DEI Working Group, established to help embed this whole of organisation approach, has worked on the following initiatives:

- **Accessibility** – Wheelchair accessibility awareness session, and office accessibility audit
- **Ethical procurement** - Investigated increased ways to achieve ethical procurement

- **Diversity** – Cultural Competence
- Training with the Centre for Culture, Ethnicity and Health
- **Language Guide** – published as a resource to help the sector employ respectful language; expanding engagement with diverse backgrounds
- Celebrating **cultural days of significance**, including Diwali, Wear it Purple Day, and Transgender Day of Visibility, which included a Q&A and discussion with special guest Howl
- **Equity** – Flexible Public Holiday Policy.

Reconciliation Action Plan

Reconciliation is at the heart of Q Shelter's mission to create a fair and inclusive housing system for all Queenslanders.

Q Shelter engaged Wade Krueger from Krueger Consultancy Services, a Ma:Mu and Gooreng Gooreng man, to guide us through the next iteration of our Innovate Reconciliation Action Plan.

Through our RAP, Q Shelter strives to embed reconciliation into every aspect of our work from policy advocacy to capacity building within the housing and homelessness sector.

We recognise the significant challenges that First Nations peoples face in accessing safe, affordable, and culturally appropriate housing. As we move forward on our reconciliation journey.

Q Shelter is committed to working in partnership with Aboriginal and Torres Strait Islander housing organisations, listening to their voices, and ensuring their leadership shapes housing solutions that impact their communities.

Q Shelter's RAP is more than a document—it's a living commitment to action, guiding advocacy for systemic change to address the housing inequalities faced by Aboriginal and Torres Strait Islander peoples. Q Shelter is proud to commence this journey of reconciliation, and invites you to walk with us as we continue to drive meaningful and lasting positive change for all Queenslanders.

Awards

2024 Deirdre Coghlan Bursary Award recipients

Q Shelter was able to again extend the bursaries in memory of founding member Deirdre Coghlan to three worthy recipients in 2024. The bursaries, awarded every year, go towards professional development activities for Q Shelter members:

- Riverbed Action Group Outreach & Support Service (RAGOSS) as part of North West Queensland Indigenous Catholic Social Services, Mount Isa. RAGOSS will use their bursary for Mental Health First Aid Training for their staff.
- 3rd Space Brisbane for Trauma-informed First Nations-led training for volunteers and staff.
- BABI Youth and Family Service for Domestic and Family Violence training for their team, and the development of a version of the training that is “young person” friendly.



Kent Maddock Memorial Award recipients

Q Shelter awarded two organisations with the Kent Maddock Memorial Award in 2024, recognising place-based alliances that were taking action to end homelessness and housing need in their communities:

- City of Moreton Bay
- Greater Whitsunday Communities for the Greater Whitsunday Housing Playbook, and the Housing Summit Action Plan.

An Honourable Mention went to the Townsville Housing and Homelessness Network, and Gold Coast Youth Service.



Mount Isa's Riverbed Action Group Outreach Support Service Manager, Sally Shore, receiving one of the Deirdre Coghlan Bursary Prizes



Carol Norris, Executive Officer Greater Whitsunday Communities, receiving the Kent Maddock Memorial Award at our 2024 AGM

Management Committee



Dr Tanya Bell, BAppSc (Biol) (Hons), GCEd (HE), PhD (PHEpi), GAICD
President

Dr Tanya Bell brings over 20 years of leadership and strategic expertise across Queensland's primary healthcare, social services and non-profit sectors to her role as President of Q Shelter's Management Committee. Her diverse career spans research, academia, state government and charitable organisations, and she is widely recognised for her collaborative leadership and commitment to community engagement.

Tanya is a seasoned not-for-profit executive and CEO, passionate about advocating for secure, inclusive services for vulnerable populations. Her governance credentials enhance her ability to navigate complex challenges and promote sustainable growth within the organisation.

Her strategic insights and informed decision-making are instrumental in guiding Q Shelter's development, ensuring its ongoing impact in addressing homelessness and housing issues. Tanya's leadership is defined by her vision to foster innovation, collaboration and meaningful change, furthering Q Shelter's mission to support the most vulnerable in our communities.



Darren Mew, MBA, GAICD
Vice President

Darren Mew is a respected property sector executive with over 30 years' experience in development, management, and investment across private, government, and not-for-profit sectors. He is Executive Director of BlueCHP Limited, a leading Tier 1 community housing provider, where he has established and grown operations across Queensland and nationally.

A long-serving member of Q Shelter's Management Committee, Darren was President from 2019 to 2024 and now serves as Vice President. During his presidency, he oversaw a period of significant organisational transformation, strengthening governance, expanding funding, and supporting sector capability and advocacy.

Darren brings strategic vision, governance expertise, and strong stakeholder engagement skills to his role. As Immediate Past President and current Vice President, he remains committed to supporting Q Shelter's mission to strengthen the housing and homelessness sector and deliver better housing outcomes for Queenslanders.



Kristy Bailey, CPA, MBA, GAICD
Treasurer

Kristy was appointed Treasurer of the Q Shelter Management Committee in August 2024. She served as the CFO of Mangrove Housing Limited, a well-respected Community Housing Provider that services the Greater Brisbane area.

A CPA-qualified finance executive with more than twenty years of experience across construction, mining, real estate, and community housing sectors, Kristy is known for her strong leadership, strategic thinking, and expertise in driving business improvement.

Kristy's ability to seamlessly integrate financial data with strategic objectives enables her to provide critical insights and solutions at all levels. This aligns with her personal mission to be a leader in finance and to dedicate her energy to bring positive change to people's lives.



Leanne Dreves, B. Com, CPA, GAICD
Appointed Secretary

Leanne Dreves is an experienced Chief Financial Officer, Company Secretary and non-executive director with extensive finance, governance and risk management expertise.

She has held senior accounting and financial leadership roles in various profit-for-purpose organisations, including charities and credit unions, and in public practice. In public practice she provided a range of accounting and management consulting services to small businesses.





Neil McAllister, BBus (Accy), Grad Dip App Fin, CPA, FFin, MDIA, GAICD
General Member

Neil led the St George Property Finance team in Queensland for 20 years and, after retiring from the UDIA Qld Board in 2022, was approached to consider nominating for the Q Shelter Management Committee.

Neil wanted to make a difference in the housing and homelessness sector, and brings his 12 years' experience as Treasurer and Chair of the Finance and Risk committee of UDIA Queensland to benefit Q Shelter.



Carol Birrell
General Member

Carol is the Manager of Counselling Services at Cancer Council Queensland. She has extensive management experience over 25 years, evolving as a result of working within government and non-government sectors for many years at senior levels. She has led not-for-profit organisations to achieve their strategic plan, and to ensure core business, management and leadership were aligned with strategy and policy.

Carol has worked across sectors, including housing, homelessness, women, youth, justice, health, and alcohol and other drugs. Her management experience has been focused on service delivery, business development and partnerships with relevant funding bodies and stakeholders, with accountability for overall operational, human resource, financial performance, and achieving outcome targets.



Kim Rawlings
General Member

Kim is an experienced city planner, strategist and community leader with a 25-year career across state and local government. As well as being part of Q Shelter's Management Committee, Kim was President of a not-for-profit charitable foundation for seven years.

Kim's leadership competencies and experience covers a broad range of cross-corporate, strategic and business planning functions in complex, large and political environments.

Her strong focus on delivery, excellence and innovation make her a respected strategic thinker on urban and city strategy, environment and sustainability, urban design, capital projects design and delivery, partnership and stakeholder management, public participation and community engagement, business and economic development and leadership development.



Robert Perrier
General Member

Robert's background is in community and cultural development. His experience is in policy and program development, strategy, and program delivery using collaborative methodologies.

He has a particular passion for tenant participation in decision-making. In other jurisdictions, embedding participatory methods into organisational culture has been shown to significantly improve services, safety and stakeholder satisfaction, all vital for a healthy and sustainable social housing system.



Darce Foley
General Member

With more than 20 years of dedicated experience in the Community Services sector, Darce Foley has established himself as a prominent leader in housing and homelessness. His extensive career reflects a deep commitment to achieving a state where every individual has access to safe and secure housing—an ideal he fervently works towards.

Darce is committed to using his expertise to contribute to Q Shelter’s strategic direction and to support its efforts to make a meaningful difference in the community.



Mark Jentz, BGS (Ed), GCertMentHPrac
General Member

Mark has graduate qualifications in Mental Health, and specialises in a holistic and accountability-focused approach to homelessness. He has nearly 20 years’ experience working in the homelessness sector, in both the traditional crisis accommodation services and housing first programs.

Mark is passionate about ensuring Q Shelter remains a strong and relevant peak body, and represents a regional voice on the Management Committee.



Richard Hundt, BA, JD
General Member

Richard is a Principal Lawyer at Hundt Law. He has provided legal advice to organisations across the charities and not-for-profits sector, along with advice to government and private companies.

Richard is the Deputy Chair of the Queensland Law Society’s Not-for-profit Law Committee, a member of the Institute of Community Directors, and is also a member of the ACNC Professional Adviser Forum.

Looking Ahead

Over the next year Q Shelter will:

- Continue to contribute as a sector leader in the Homelessness Ministerial Advisory Council
- Deliver the annual pre-budget submission to the State Government
- Launch our new Strategic Plan and Reconciliation Action Plan and commence delivering key initiatives
- Facilitate engagement with the wider sector to shape a review of homelessness and housing programs
- Explore diverse ways to fund innovation at Q Shelter
- Replicate the SEQ Displacement Monitoring Report
- Continue to deliver Iteration 2 of Community Housing Futures with ATSIHQ and CHIA Qld
- Work with diverse partners to achieve genuine prevention across systems
- Continue to deliver workforce development, attraction and retention activities to strengthen our sector
- Partner to deliver the Diploma of Leadership and Management to a new cohort
- Produce and distribute video and information resources for community housing opportunities, such as the new community and faith-based land legislation
- Amplify housing and homelessness solutions in the wider community.



At our forum on Housing needs for those exiting institutions, groups worked together to map solutions to challenges identified



Q Shelter joined with Open Doors, YFS, Brisbane Youth Service and PeakCare to highlight the needs of young people seeking frontline homelessness services

Acknowledgements

Our work is only possible because of the 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
- Q Shelter Regional Representatives Forum
- Housing Diversity Community of Practice
- Contributors and attendees of the Queensland Shelter CEO and Senior Leaders' Forum
- Housing Older Women's Movement
- The Tenant Participation Working Group
- Peer Leaders and tenants involved in Q Shelter training
- The Australian Housing and Urban Research Institute (AHURI)
- National CHIA Network
- Make Renting Fair Campaign
- National Shelter Council
- Aboriginal and Torres Strait Islander Housing Queensland
- CHIA Queensland
- Homelessness Queensland
- Queensland Aboriginal and Torres Strait Islander Child Protection Peak
- Peakcare
- Queenslanders with Disability Network
- Neighbourhood Centres Queensland
- C-Change Sustainable Solutions
- Krueger Consultancy Services

A special thanks to sponsors:

- Bluebird Property
- Therefor Group (formerly Wolter Consulting)
- Grey Space+
- The Forgotten Women
- Hammond & Neale
- Bloom HR
- GZD

We'd also like to thank the individuals who offered their time as part of our policy advisory groups in 2025.

2025 Community Housing Policy Advisory Group

- Caroline Treacy, GreySpace +
- Carol Godwin, Anglicare Central Queensland (Rockhampton)
- Mark Ferrari, Churches of Christ Housing
- Aidan Lang, Access Community Housing Company (Cairns)
- Darren Mew, BlueCHP
- Teresa Reed, Mangrove Housing
- Jon Twomey, Vinnies Queensland
- Greta Egerton – Brisbane Housing Company (BHC)
- Michelle Stanton – Y Queensland
- Brad Hosking – National Affordable Housing

- Kirsty Rourke – Social Impact Capital Australia
- Riye Arai-Coupe, Bluebird
- Dushy Thangiah OAM, Yumba-Meta Ltd (Townsville)

2025 Homelessness Policy Advisory Group

- Sally Faux, Churches of Christ Homelessness Services
- Vikki Wilkes, Kingston East Neighbourhood Group Inc.

- Sally Watson, Shelter Housing Action Cairns (SHAC)
- Naomi Loader, Anglicare Southern Queensland
- Fabian Webber, Roseberry (Rockhampton)
- Narelle Duroux, Hervey Bay Neighbourhood Centre
- Aaron Pimlott, The Salvation Army
- Mark Jentz, Mission Australia (Cairns)
- Karyn Walsh – Micah Projects
- Karen Dare – Communify
- Jody Willoughby – Uniting Care Community (Gold Coast)

We have an enduring partnership with the Queensland State Government, which has expanded across more state agencies. We have also engaged with stakeholders from local governments and the Federal Government.

In particular, we appreciate extensive opportunities for engagement from:

- The Office of the Premier and Cabinet
- Department of State Development, Infrastructure, Local Government and Planning
- Economic Development Queensland
- Department of Housing and Public Works
- The Office of the Regulator and Regulatory Services
- Residential Tenancies Authority
- Department of Trade, Employment and Training
- Department of Families, Seniors, Disability and Child Safety
- Queensland Family and Child Commission
- Queensland Mental Health Commission.



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

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.





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Thanks to our sponsors and business partners for their support during 2024-2025.

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