

Beyond Shelter: Hope, Homes, Futures.

A Bold Vision for 2045

Strategic Plan 2025 – 2045

Beyond Shelter: Hope, Homes, Futures. A Bold Vision for 2045

Concerned individuals and key sector leaders founded Q Shelter to ensure there is a peak organisation focused on ending homelessness and unmet housing needs. In the mid-1980s, work began, and by 1987, the emerging peak organisation commenced activities to improve housing and homelessness responses. By late 1990, government funding was secured to employ our first staff, and as early as 1991, serious work began to establish a regional representative structure.

This is important because the work of Q Shelter has, from the beginning, imagined a better future where every Queenslanders has a home. The need for a future-facing strategic plan that is ambitious remains critical to playing our part in changing Queensland's trajectory.

It could be argued that it has never been more important than now, as we face a critical shortage of housing impacting more people than imaginable back in 1987. Despite national and state-level housing targets and unprecedented investment, we are falling short because of structurally entrenched barriers that have been decades in the making.

It is in this context that Q Shelter considers its future. We are using our Strategic Plan to imagine a 20-year horizon where we define our focus now and soon, while charting a trajectory to success, sustainability and impact by 2045. While it is acknowledged that each review cycle for the plan may reveal new trends, challenges and opportunities, this horizon challenges us to think long term and beyond the immediate delivery of current contracts.

In doing that, our focus on a healthy housing system will continue to bring together diverse stakeholders. We will base proposed solutions on a deep understanding of structural changes needed to ensure enough housing supply.

We focus on evidence-based programs and service delivery models that end homelessness. We work for a sustainable, thriving future where we shift from crisis management to maintaining structures, systems and practices that prevent recurring homelessness.

We need a strong organisational base from which to lead an engaged workforce and to govern with intent, courage and direction. This strategy focuses on our impact in the world through the foundation of robust governance, adequate resources and effective systems.

Our values guide us. We make decisions about direction based on principles that highlight our intentionality, transparency and integrity. Our approach builds the leaders of tomorrow at Q Shelter and in the wider ecosystem.

Dr Tanya Bell
Chair

Strategic Plan Overview

VISION

Every Queenslander has a home

PURPOSE

We lead solutions that address unmet housing needs and prevent homelessness

GUIDING PRINCIPLES



TRANSPARENCY

We pursue solutions based on evidence and operate without bias and with transparency and integrity



COLLABORATION

We collaborate with diverse stakeholders to achieve outcomes, celebrate team contributions, and include individuals with lived experience



LEADERSHIP

We drive solutions to complex challenges and support the development of leaders across the system



IMPACT

We measure our success through the impact of our actions

STRATEGIC FOCUS AREAS

POLICY AND ADVOCACY

We influence policy, investment, program design and implementation success

CAPACITY AND CAPABILITY

We build capacity and capability to deliver solutions

ORGANISATIONAL STRENGTH

We invest in Q Shelter's staff, systems, resources and governance to lay the foundations for an effective, innovative and sustainable organisation that can harness strengths and unlock potential

VALUES

Collaboration | Respect | Inclusion | Innovation



Brisbane





Our Approach

At Q Shelter, we:

- Lead by example
- Learn by doing
- Focus on evidence of what works
- Facilitate the involvement of people with lived experience and expertise of housing needs and homelessness
- Partner with diverse stakeholders to achieve outcomes and impact
- Celebrate the contributions of our team and others to success.

We achieve impact through:

- Dynamic networks, partnerships and alliances
- A strong organisational base and quality systems
- Excellent governance
- Skilled staff and contractors.

Our culture and conduct are shaped by:

- Integrity
- Growth
- Self-responsibility
- Resilience
- Joy and celebration.



Mackay





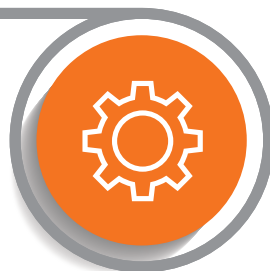
2025-2028 - Immediate Focus | Decision focused

Secure and deliver current programs, while measuring impact and establishing a framework for diversified revenue for future sustainability. Continue the shift in policy focus to upstream prevention and mitigation of mega-events.



2029-2032 - Short term | Organising for impact

Sustain the delivery of current core peak services and service integration activities while realising the benefit from revenue diversification to invest in innovation and community mobilisation. Intensify efforts to ensure world-leading responses to homelessness leading up to and as a legacy of the Games. Policy and investment is designed for prevention.



2033-2036 - Medium term | Transforming and strengthening

Olympics legacy is examined and monitored. Prevention further consolidated and impact is measurable. Housing supply targets are monitored and CHPs are playing a key role in delivery. Q Shelter sustains diversified revenue base including funding as a peak body leading to expanding innovations addressing unmet housing needs and homelessness. Community is more engaged in supporting housing solutions.



2037-2040 - Long term | Scaling and delivering

Relationships with funders and investors continue to develop and consolidate. Q Shelter is playing a key role in monitoring the performance of the housing system including the delivery of housing targets. Capacity and capability focus is on achieving prevention. Focus of advocacy is on maintaining momentum on housing supply and preventative systems and service delivery. Community is engaged and involved in support for housing density and diversity.



2041-2045 - Visionary | Sustainability

Q Shelter is sustainable and playing a key role in innovations to achieve housing supply and world-leading practices in sustaining an end to homelessness. Q Shelter's reputation is wide-reaching, connected to the whole housing ecosystem. Stakeholders including the community are engaged and an ongoing mandate is secured by housing and homelessness solutions.



Strategic focus area - policy and advocacy

We influence policy, investment, program design and implementation success

Decision Focused Objectives

1

Be the strong independent voice representing diverse stakeholders in the housing and homelessness system

2

Build and sustain impactful partnerships and collaborations between stakeholders and system level partners

3

Be a trusted and reliable partner to governments through effective strategic engagements that are focused on addressing housing needs and ending homelessness

4

Seek to influence public understanding and perceptions of housing diversity and homelessness solutions

5

Generate and report data and evidence that supports effective policy settings, program design, investment and implementation success

Strategic focus area - capacity and capability

We build capacity and capability to deliver solutions

Decision Focused Objectives

- 1** Deliver programs that build the capacity and capability of the workforce and wider system
- 2** Maintain and evolve a program of engagement with stakeholders to understand challenges and develop solutions
- 3** Achieve improved service and system integration to support co-ordinated and regional approaches to unmet housing needs and homelessness
- 4** Include and amplify the voices of lived experience to strengthen responses to homelessness and unmet housing needs.

Strategic focus area - organisational strength

We invest in Q Shelter's staff, systems, resources and governance to lay the foundations for an effective, innovative and sustainable organisation that can harness strengths and unlock potential

Decision Focused Objectives

1

Create a sustainable and agile organisation that balances social and environmental concerns with strong governance and fiscal management, including diverse revenue streams

2

Be a purpose-driven organisation that allocates resources and effort to activities and services that are valuable, relevant and inclusive and align with organisational objectives

3

Be a workplace of choice with industry-leading conditions, that attracts, retains, develops and skills a diverse and engaged workforce with a culture of collaboration, self-responsibility, respect and celebration

4

Develop robust systems and processes that underpin and support effective and efficient operations throughout the whole organisation



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