

Annual 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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Report from the President and Chief Executive Officer

In 2024, Q Shelter delivered unprecedented engagement with Government and the sector, reaching more people across Queensland, reflecting our leading role in influencing policy and investment in housing and homelessness solutions.



Tanya Bell
Acting President



Darren Mew
Immediate Past President



Fiona Caniglia
Chief Executive Officer

We know our members and stakeholders are working harder than ever, which makes our advocacy efforts even more important.

Knowing the extent of need, we have confidently proposed policy and investment solutions, and we have given strategic advice to support implementation success.

Q Shelter is at the table across various government consultative mechanisms, as we work for solutions that are evidence-based, effective, and timely.

We bring a sense of urgency to the table. We know that unmet housing needs have never been more challenging. We have consistently advocated for reform and investment while also calling for a system designed to succeed.

It has been an important year for partnerships with other peak organisations. Q Shelter has partnered with Aboriginal and Torres Strait Islander Housing Queensland and the

Community Housing Industry Association (CHIA) Queensland to deliver the Community Housing Futures program. We have also partnered with Homelessness Queensland to deliver HomeNow and WellNow focusing on the wellbeing, attraction, and retention of our sector's workforce.

Q Shelter is active in National Shelter, advocating for progress on a National Housing and Homelessness Plan. We have been consistent in our calls for acceleration of policy and legislative reform to deliver the Housing Accord. We continue to advocate for greater national investment in Queensland through the Housing Australia Future Fund.

Q Shelter is also an associate member of CHIA National, helping to invest in strategic projects to progress the strength and growth of community housing organisations. Q Shelter has been represented in person at delegations to Canberra, playing a primary role in improving engagement between the Federal Government and the National Shelter Council.

Nationally and in each and every state, Australia's housing market is undersupplied. While the work of Housing Australia unfolds, we are committed to supporting national advocacy because it is essential to the State's capacity to deliver housing plans and targets.

We have invested in our strength through improved software and IT systems to underpin our work. We have progressed an environmental, social and governance (ESG) reporting framework and have commenced work to renew our Reconciliation Action Plan.

It is important now to ensure momentum on the delivery of Homes for Queenslanders and other related policies and plans.

We are advocating for additional measures including a target to end homelessness, supercharging the community housing sector for growth, and designing a system focused on genuine prevention.

Overall, Q Shelter has had a strong year as we work to engage with prospective State Members of Parliament ahead of the Queensland State Election.

We thank our stakeholders for engaging with us and supporting our endeavours to achieve positive change. We acknowledge our members and the strong growth in our membership base. We have worked hard to represent your concerns and interests.

We also thank the Department of Housing, Local Government, Planning and Public Works, and the Department of Employment, Small Businesses and Training for funding our work in the sector. We will work every day to achieve momentum given the significant level of investment and reform that has flowed in earnest since the inaugural Queensland Housing Summit.

We look forward to collaborating with you over the coming year to ensure a home for every Queenslanders.

Strategic Plan 2022–2025

About us

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

Vision

Every Queenslanders has a home

Purpose

To lead solutions that address housing need and homelessness

Values

- Collaboration
- Respect
- Inclusion
- Innovation

At Q Shelter we:

Lead by example

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

Learn by doing

Partner with diverse stakeholders to achieve outcomes

Focus on evidence of what works

Celebrate the contributions of our team and others, to success

We achieve this through:

A **strong** organisational base and quality systems

Dynamic networks, partnerships and alliances

Excellent governance

Skilled staff and contractors

Strategic outcomes



Influence

We work to influence solutions to housing need and homelessness



Capacity

We build capacity to deliver solutions to housing need and homelessness



Organisational Strength

We invest in Q Shelter's strength, sustainability and future

BETTER TOGETHER:

A framework for addressing housing need and homelessness in Queensland



Q SHELTER

Q SHELTER
Because home matters

Fiona Caniglia speaking at the launch of Q Shelter's Policy Platform, 'Better Together' in December 2023, with panelists Professor Selena Bartlett, Luke Twyford, Dr Fiona Oates, and Murray Benton.

Q SHELTER
Because home matters
NETWORKING LOUNGE

Q Shelter sponsored the Networking Lounge at the AHURI National Housing Conference, held in Brisbane in October 2023.

Highlights from 2023–2024

- Delivering Better Together, a pre-election policy statement
- The launch of *Homes for Queenslanders* plan reflecting many recommendations by Q Shelter
- Development and delivery of the Q Shelter 2024 State Election Platform
- Helping to achieve an uplift in funding for Specialist Homelessness Services
- Participating in the Homes for Queenslanders Implementation Taskforce
- Commencement of a Displacement Monitoring Project
- Advocacy for more investment in supportive housing and Youth Foyers
- Advocacy for infrastructure and investment to support the industrialisation of construction
- Expanded delivery of HomeNow and WellNow throughout Queensland
- An inaugural survey of the housing and homelessness workforce
- A comprehensive report into workforce wellbeing, attraction and retention
- Delivering our biggest ever program of engagement and training with sustained levels of overall satisfaction from attendees
- Expansion of the Service Integration Initiative
- Developing data dashboards to report on all aspects of our work
- Delivering a comprehensive report into the Service Integration Initiative
- The diversity of members and stakeholders engaged with Q Shelter activities
- Finalising a new Enterprise Agreement for Q Shelter
- Strong stakeholder survey results demonstrating the trust, commitment, and engagement of our constituency
- Winner of Workplace of the Year Award for the third consecutive year
- Commenced Q Shelter's first Environmental, Social and Governance Report



Strategic outcome: Influence

Working to influence solutions to housing need and homelessness

Highlights from 2023–2024

- During 2023–2024, Q Shelter made 16 official submissions on behalf of the housing and homelessness sector, compared to seven in the previous financial year.
- The 16 submissions to parliamentary inquiries and other reviews included NDIS Review, SEQ Regional Plan, National Housing & Homelessness Plan, Economic Development Queensland, Housing Availability & Affordability Bill, Human Rights, Supported Accommodation, and Stage 2 rental law reforms.
- Q Shelter launched the Policy Framework, 'Better Together' and our State Budget Submission with a panel on prevention and early intervention, with a focus on the impact of Adverse Childhood Experiences (ACEs) on homelessness. Panellists included Dr Selena Bartlett, Luke Twyford Principal Commissioner – Queensland Family and Child Commission, Dr Fiona Oates, and Murray Benton.
- In partnership with AHURI, Q Shelter established the Brisbane 2032 Housing Displacement Monitoring project, including partners Communify, YFS, The Salvation Army, inCommunity, Micah Projects, Brisbane Youth Service, and The Committee for Brisbane.
- Two new Q Shelter Policy Committees were established to provide additional insight into homelessness and community housing policy and investment requirements.
- Two Regional Representative Forums brought together 113 representatives from 17 different regions to produce a commune with recommendations presented to the Queensland Government.
- In 2023–2024, Q Shelter led two CEO and Senior Leaders' Forums, attracting 434 registrations. Guest speakers at these lunches included the Minister for Housing, Local Government, Planning, and Public Works, The Hon. Meaghan Scanlon MP, Tom Alves from AHURI, Neil Willmetts CEO of ATSIHQ, Annemaree Callander Executive Officer from CHIA Qld, and Deputy Director-General, Social and Affordable Housing Growth Sarah Amos, and CEO of Economic Development Queensland, Debbie McNamara.

Looking ahead 2024–2025

- The first South East Queensland Displacement Monitoring Report to be released in October 2024, ahead of the Queensland State Election.
- Our next Regional Representatives and CEO and Senior Leaders' forums are planned for November 2024, with guest speaker Mike Zorbas, CEO of Property Council Australia, speaking at the lunch.
- Q Shelter will submit the next edition of 'Better Together' to the Queensland State Budget process in November 2024.
- Q Shelter will be working with key peak organisations to work with an incoming Government on embedded approaches to prevention.

Outcomes that Q Shelter contributed to:

- The *Homes for Queenslanders Plan*, launched by the Queensland Government in early 2024, included widespread reforms and a significant uplift in investment. This plan reflects many Q Shelter recommendations including housing targets, tenancy sustainment funding, planning system reforms, and an ongoing monitoring program.
- Q Shelter had been calling for a review to intentionally design the homelessness service system for optimal impact. An Independent Review of Homelessness Responses in Queensland is underway and Q Shelter is at the table providing input.
- Q Shelter called for a 25% increase in specialist homelessness funding, and the government recently announced a 20% uplift over 18 months initially and has since confirmed that the uplift will continue over the four years. The Opposition has backed the commitment.
- Q Shelter has called for Supportive Housing in all key population centres. The Queensland Government has announced several Supportive Housing projects in the *Homes for Queenslanders Plan* and is developing a new Supportive Housing policy and framework with the sector.
- The Service Integration Initiative has been expanded into Wide Bay, Ipswich, Rockhampton, and South Burnett reflecting Q Shelter's calls for expansion.
- As part of joint efforts across the sector, including the Foyer Invest Group, Q Shelter called for several new Youth Foyers across the state. The government announced it would deliver eight new foyers as part of its *Homes for Queenslanders Plan*.



Hon. Meaghan Scanlon, MP speaking at Q Shelter's CEO & Senior Leaders Forum

What stakeholders said:

"Congratulations to the Q Shelter Team on another hugely successful Regional Representatives gathering and CEO Leaders Lunch."

"Thanks to Q Shelter for being a voice for the Housing and Homelessness sector."



Better Together:
With your support,
we influence solutions



2024 State Election Platform

Housing and Homelessness
Key Priorities

Q SHELTER
Because home matters

Strategic outcome: Sector Capacity

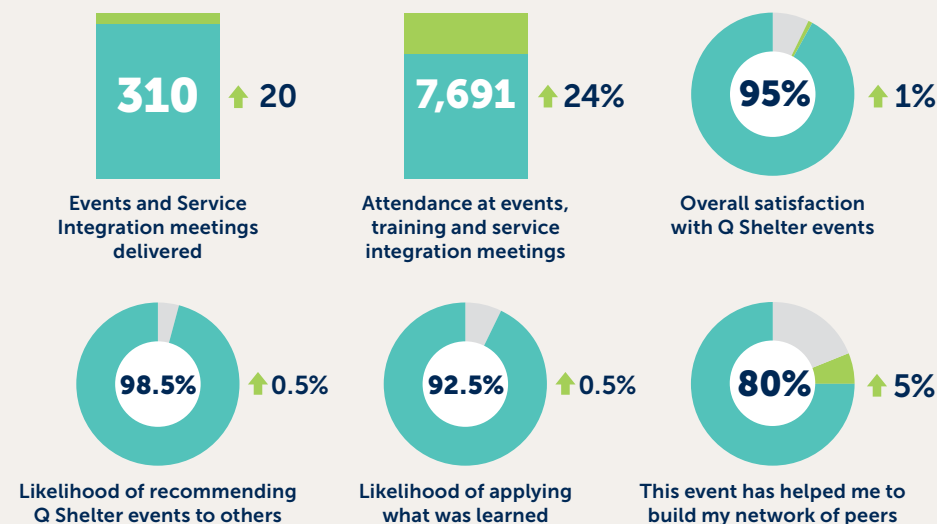
Q Shelter's sector capacity program again delivered training and capacity building events to a record number of stakeholders.

Highlights from 2023–2024

- 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 who are not currently working within the sector.
- Partnered with the Real Estate Institute of Queensland (REIQ) to coordinate specialised training for Specialist Homelessness Services (SHS) and Community Housing Providers (CHPs), to equip them with crucial insights to navigate housing market challenges and better support vulnerable tenants.
- Established a Peer Leadership Group to foster a collaborative environment where individuals with lived expertise of unmet housing need and homelessness can share their insights, influence decision-making, and play an active role in shaping service delivery and community outcomes.
- Formed the Tenant Participation Group to create an inclusive platform where tenants can voice their concerns, provide feedback, and participate in the co-design of services, leading to stronger tenant engagement and improved service responsiveness.
- Produced a [compelling homelessness awareness video](#), highlighting critical issues within the sector and promoting a deeper understanding of homelessness challenges, with the aim of fostering empathy and inspiring action across a wider audience. The video was seen by more than 300 people during 2023–2024.
- Introduced a flexible delivery model for Mental Health First Aid training to ensure accessibility for a diverse range of participants and to empower communities with essential mental health support skills in a format that accommodates different schedules and needs.



2023–2024 event evaluation



Compared to 2022–2023.

What participants said:

"Q Shelter helps the smaller providers with understanding investment opportunities in the sector to continue sustainable growth, together with increasing new properties to assist with the housing crisis."

"All the presentations were insightful, inspiring, connected and resonated well with what we do on a daily basis at the front line."

"As always, highly informative presentations and speakers. At every occasion, I enjoy networking and meeting up with sector colleagues!"

"Appreciate having a safe space for everyone to speak up and not feel judged. Feel some comfort knowing it's not just my department that share these challenges, but the majority across the sector."

"The content and the delivery is excellent, in depth and educational."

"Great event. Healthy and proactive discussions focusing on the now and what we can change outside of building more homes. It was a safe space for all person/s to contribute."

A sample of Q Shelter events and training programs in 2023–2024

Q Shelter Policy Framework Launch: Priorities and Prevention	RTA Advanced Training – Elevate your tenancy management	Reducing Client Disengagement in Homelessness Interventions
Boosting Workplace Resilience: Motivational Interview – Positive Psychology	Homelessness Services and Private Rentals Collaboration	Working with people affected by hoarding and squalor
Consultation on Government Strategies for Housing, Homelessness and Growth	Workshop Imagining The Future of Housing and Homelessness Responses in Queensland	Tenancy Sustainment for Real Estate Professionals
CEO & Senior Leaders Forum, AGM and end of year celebration	Mental Health First Aid – Accredited Online Training	Responding to Vicarious Trauma



The Tenant Participation Working Group meeting at the Q Shelter office in 2023.



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

Get started >

Looking ahead to 2024–2025

- Delivering a comprehensive sector orientation online learning program, designed not only for the housing and homelessness sector, but also for the broader human services community.
- Continuing to provide high-quality, accessible, and affordable training solutions tailored to meet the diverse needs of professionals across the sector. Our 'eLearning' modules are crafted to ensure staff at all levels are empowered to enhance their service delivery.
- Expanding our training offerings to deepen understanding and improve engagement with First Nations, LGBTQIA+, and culturally and linguistically diverse (CALD) communities.
- By integrating cultural competency and inclusivity into our core curriculum, we aim to foster more respectful, responsive, and effective service provision for all clients, regardless of background.
- Specialised training on the critical role of supervision, with a focus on how both supervisors and staff can maximise the benefits of this important process.

We are listening

Thank you to attendees who provided feedback in our evaluation surveys, suggesting areas we can work to improve, such as:

- Provide more networking time
- Improve the usability of Zoom for all types of devices
- Encourage participants to connect with people and services they don't know yet
- Provide follow-up materials and links.



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 2023–2024

During the financial year, the Service Integration Initiative:

- Initiated the Action Research Framework, a forward-thinking approach designed to enhance service delivery and responsiveness by integrating real-time feedback and evidence-based practices.
- Delivered strategic support for the successful rollout of the Service Integration Initiative in Ipswich, South Burnett, and Rockhampton, ensuring enhanced community service delivery and coordination across these regions.
- Established strong partnerships with local service providers in several regions to deliver critical information to real estate agencies. These efforts aim to empower realtors with the tools and knowledge needed for early intervention and client support. Similar initiatives are being rolled out to expand this outreach.
- Engaged in partnerships with several organisations, peak bodies and programs to deliver training and to workshop solutions to operational challenges. Some examples include QCOSS, Homeless Health Outreach Team, Wesley Mission, Logan Strategy Group and Young Parents in Cairns.
- The Queensland HandS Strategic Vision (2024–2026) set a comprehensive plan aimed at addressing the challenges associated with hoarding and squalor in Queensland. Recognising the complexity and sensitivity of these issues, this strategy focuses on enhancing support systems and fostering greater collaboration across sectors to improve outcomes for those affected.
- Worked closely with the Australian Centre for Hoarding, Squalor, and Clutter (ACHSC), with input from the Queensland Hoarding and Squalor (HandS) Strategy Group. This collaboration is driving important insights and actions within the sector.
- Developed a Continuous Improvement Register for the Service Integration Initiative, ensuring ongoing process improvements and fostering a culture of excellence and accountability within the sector.
- The Brisbane Synthesis Series commenced an ongoing dialogue to address critical issues in service integration. The first two sessions were a deep-dive into strategies to reduce client disengagement, and a comprehensive forum on driving collective impact.

Looking ahead to 2024–2025

- 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.
- Actively supporting the expansion of the program into new Service Integration regions, ensuring that these areas benefit from enhanced collaboration and streamlined service delivery.
- Reinforcing system integration and strengthening system integration and cooperation across services, to reduce barriers and ensure that individuals can access a holistic network of support tailored to their unique needs.
- The growth of the Service Integration Initiative allows for a more consistent, statewide approach to addressing complex issues while adapting to the specific needs of local communities.



Regional Representatives and Service Integration Facilitators came together in June 2024 to contribute to a submission to Queensland Government.

470 Sustainable housing outcomes



72% of closed support periods were sustainable housing outcomes, representing 1,088 people

Household types:

- 3% couple only
- 6% couple with children
- 3% extended family
- 2% group household
- 49% single only
- 37% single with children
- <1% other

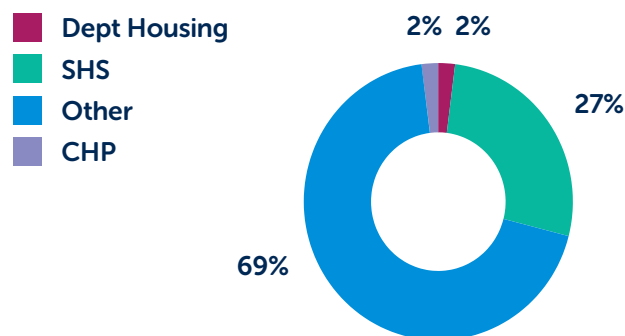
Top 6 Tenures:

- 35% public housing
- 25% private rental
- 17% community housing
- 8% living with friends or family
- 5% transitional housing
- 2% caravan park or cabin (long-term/owned)

704 New referrals



Referral source:



Demographics (of lead client):

- 26% First Nations
- 7% CALD
- 2% LGBTIQ+

Support needs



Top 3 support needs:

- 83% financial difficulty
- 81% mental health
- 80% lack of family and/or community support

252 Active households



As at the end of the financial year

190 Households where contact was lost

Note: This data for the 2023–2024 financial year was retrieved on 04/11/2024.

Program highlights: Community Housing Futures



Community Housing Futures is a collaboration between the Queensland Government and three Queensland peak and industry bodies to support the long-term viability and financial strength of Queensland community housing organisations (CHOs).

The Program works to enhance and support access to specialist business advisory services, tools, education and training.

Q Shelter has partnered with Aboriginal and Torres Strait Islander Housing Queensland (ATSIHQ), and the Community Housing Industry Association Queensland (CHIA Queensland), with Q Shelter as the auspice body.

The Program has included three streams of activity in addition to an evaluation by AHURI.



Neil Willmetts (ATSIHQ), Fiona Caniglia (Q Shelter) and Annemaree Callander (CHIA Qld) signed a Community Housing Futures Program Partnership Agreement

Program activity streams



Business Advisory Grants

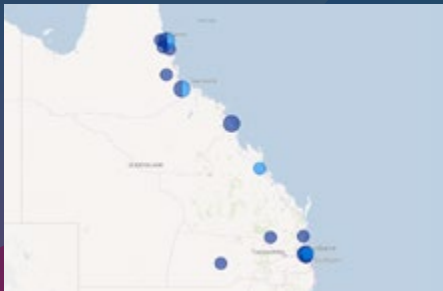
- Two grant rounds distributing \$2.2 million to CHOs
- Establishment of a professional advisory panel
- Grants of up to \$50,000 to access tailored assistance in:
 - property development
 - risk
 - finance
 - business planning.



Queensland map showing housing stock portfolios owned and/or managed that were assisted under the Business Advisory Grants.

Growth Readiness Assessment

- Twenty-four CHOs were approved for Growth Readiness Assessments to better understand their potential for growth, including barriers and opportunities. Twenty-two assessments were completed.
- Seven themes were assessed: strategy and governance, business model, resources and skills, financial, assets, development projects, funding.



Location of community housing organisations that successfully applied for Growth Readiness Assessments.

Successful applicants	24
Registered Tier 2 Organisations:	5
Registered Tier 3 Organisations:	15
Indigenous Community Housing Organisations:	4



Program take-up

44 community housing organisations
are participating in the Program

72% of participating organisations
are Tier 3 organisations

49 grants worth over
\$2.2m distributed

22 growth readiness
assessments
undertaken

“Great program with significant outcomes for the sector. I hope we continue to receive funding to sustain and amplify the positive impact we are beginning to see. There is so much more to do.”

“The Community Housing Futures Program has allowed organisations to take that crucial next step required to build capability and grow and mature.”

Interim evaluation findings

AHURI have completed an interim report that provides an early overview of progress, challenges and barriers, and successes.

The interim findings include:

- The Program is well designed
- Participating community housing organisations indicate it has enhanced capacity to bid for funding
- Grant funding was linked to proposals for **3,765** dwellings
- Work with government and the industry to consider and design a second iteration of the Program.

Looking ahead to 2023-2024

The current Program operates until December 2024, and will:

- Complete round two of the Business Advisory Grants
- Deliver planned training
- Deliver a final Program Report and Evaluation Report
- Activate the participating peak organisations to work with government to consider a second iteration of the Program.



A community housing provider manages this property in Caboolture

13



Community Housing Futures and Q Shelter team members visit Mareeba Community Housing Company.



Program highlights: Workforce Connect

Highlights from 2023-2024

- Developed and launched HomeNow, a website that 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.



- Developed and launched WellNow, an online Wellbeing Framework that includes 14 templates to support wellbeing and retention of the housing and homelessness workforce.



- A total of 14 co-design, in-person workshops were completed across Queensland to shape the resources produced as part of the program. An additional seven workshops were completed to provide feedback.
- 365 people registered their interest in working with our sector through HomeNow.org.au, and of those, 29% identified as having lived experience or expertise of housing need or homelessness. During 2023-2024 1,572 people used the site.

- A comprehensive survey was developed and administered through various pathways involving partner organisation Homelessness Queensland, other peaks, and the Services Union. The survey received 450 responses.
- Interviews were completed with 20 sector leaders to gain further input and to shape the program deliverables.
- A comprehensive literature review was completed to guide best practice.
- The survey, literature review and thematic analysis of the workshop outcomes, along with specialist input from Homelessness Queensland and CHIA Queensland, resulted in a comprehensive workforce report helping to guide the delivery of Workforce Connect and a range of other workforce initiatives.

- The project established partnerships with Homelessness Queensland and CHIA Queensland to deliver the program.
- The project received extended funding until June 2025, allowing for expanded delivery of HomeNow and WellNow.

Looking ahead to 2024-2025

- Continue the current program of work until June 2025, allowing for wider reach and expanded delivery throughout Queensland.
- Promote the Program Report and survey results to drive future workforce planning and development.

"I have taken the opportunity to review the Wellbeing Framework and resources, and wanted to let you know that these are excellent!"



14



The Wellbeing Framework used input from a series of workshops with sector staff and stakeholders

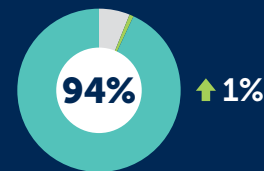


Strategic outcome: Q Shelter's strength, sustainability, and future

Highlights from 2023-2024

- Moved our IT infrastructure to cloud-based solutions to facilitate more flexibility, better performance and lower costs.
- Completed the Essential 8 mitigation strategies, developed by the Australian Cyber Security Centre, to provide the building blocks of a robust cybersecurity strategy.
- Q Shelter has experienced continual growth in response to the need to find solutions to housing stress and homelessness. The team consists of 27 employees with further anticipated growth in staff with the planned expansion of the Service Integration Initiative into Central Queensland.
- We are custodians of Diamantina House, a heritage-listed 135-year-old property, and the former site of the Lady Bowen Hospital. We have worked tirelessly with the Department of Housing to protect and maintain the building for future generations.
- Re-engaged with a new Innovate Reconciliation Action Plan and partnered with Krueger Consulting Services, a forefront First Nations consultancy group, to lead this plan into 2024-2025.
- Partnered with Bernice Hookey from MZB Empowerment to review and refine HR practices in relation to cultural diversity.
- Appointed an independent Company Secretary to ensure quality governance.
- Commenced reporting on an ESG Framework developed to align with our role as a peak body.
- Organisational culture has been strengthened through staff team building activities, such as the Clifton Strengths tool, active use of a suggestion box, a working group to implement improvements emerging from the Staff Engagement Survey, and initiation of a Diversity, Equity and Inclusion Working Group.

"Q Shelter ... our umbrella peak body, keeps the sector moving forward."



Member & Stakeholder satisfaction

Member and stakeholder satisfaction

Just over 94% of members and stakeholders rated their overall satisfaction with Q Shelter as good or very good in 2024. This is a slight lift on the previous year's result, and close to our satisfaction score for 2022.

Q Shelter Team Engagement

Q Shelter staff participated in an Employee Engagement Survey with XRef (formerly the Voice Project) and for the third consecutive year won the Best Workplace Award.

BEST WORKPLACE WINNER 2022



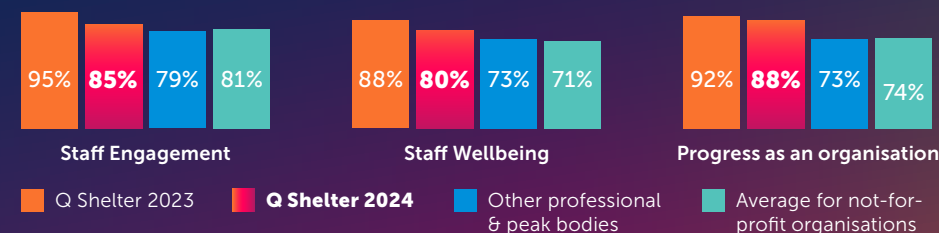
BEST WORKPLACE WINNER 2023



BEST WORKPLACE WINNER 2024



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



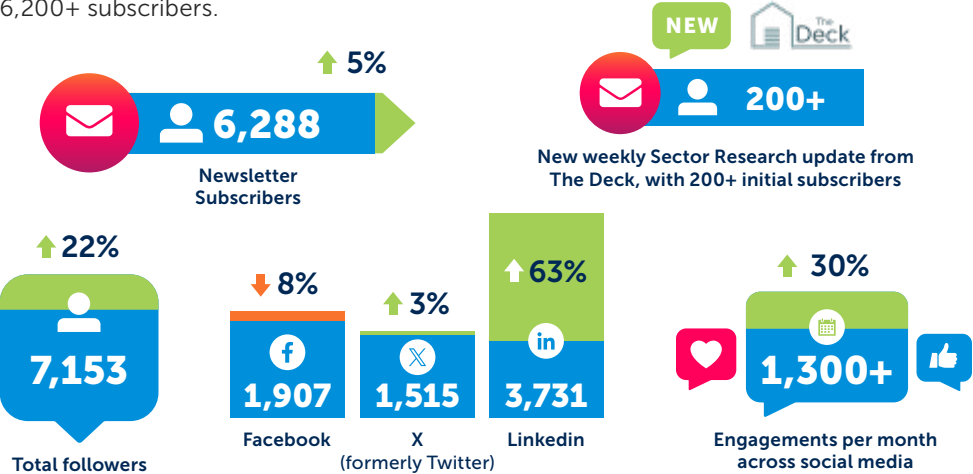
While our 2024 results are still very favourable against similar sectors and workplaces, we acknowledge that our scores have dropped slightly since the previous year. We have formed a staff working group to deep dive into the survey results with the aim of making Q Shelter an even better place to work.

Communication

Social media and newsletters

During 2023-2024, Q Shelter posted 1,034 updates to social media across three platforms. LinkedIn was again our most popular social channel, where our posts gained more than 202,000 impressions, and had a 7-fold increase in interaction from our followers compared to the previous financial year.

We sent out 11 editions of our Home Matters newsletter during the year, as well as an additional 33 email bulletins to our 6,200+ subscribers.



Print and broadcast media

Q Shelter continues to use mainstream media to promote our advocacy and policy work. In 2023-24 we published 23 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 2023-2024 financial year, Q Shelter grew our active member base by 16.4%, with new members attracted to Q Shelter’s advocacy work, sector-wide engagement, and training offerings.

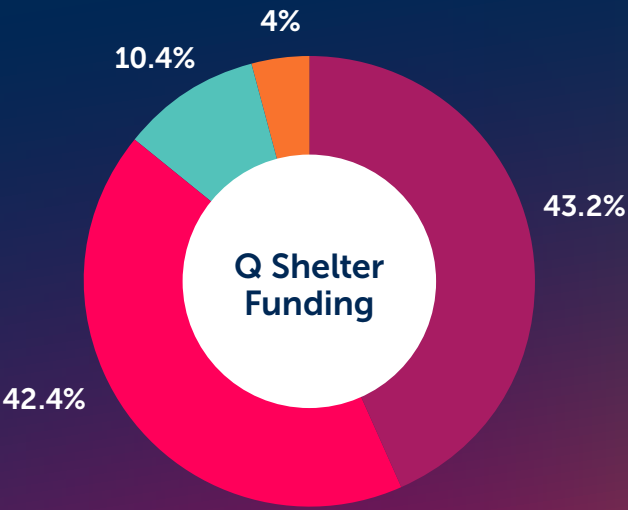
For 2023-2024, the number of member organisations taking advantage of our discounted Employee Assistance Program increased by almost 8 per cent, providing

cost-effective access to counselling, wellbeing and work-life balance resources for up to 623 sector employees and their immediate families.



Funding

Department of Housing, Local Government, Planning and Public Works Recurrent Grants	\$ 3,108,583
Department of Housing, Local Government, Planning and Public Works Non-recurrent Grants	\$ 3,053,029
Department of Education, Small Business and Training Non-recurrent Grants	\$ 745,302
Other	\$ 291,343



Environmental, Social, and Governance

Our inaugural report to measure our ESG impact

Q Shelter's first Environmental, Social, and Governance (ESG) Report will be published in 2024, and will set a baseline for measuring our impact, both as an organisation and as part of the housing and homelessness sector.

The report will outline Q Shelter's direct impact as well as indirect impact in ESG areas, using the UN Sustainable Development Goals as a framework.

Key statistics and outcomes

Sector Outcomes

310+
events, training
& online courses

\$1.6
million

savings in
annual staff
costs due to
Q Shelter
information

8,410+
registrations

230+
organisations

16
key submissions
to government

20%
uplift
SHS funding

increased
capacity
of sector

speed of
housing
delivery

Organisational Impact

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

**Best work place
winner 2022,
2023 and 2024**



A focus on
reduce, reuse,
and recycle



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



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



Gender equity
and women in
senior positions

We invite all members and stakeholders to explore our inaugural 2023-2024 ESG Report as we circulate it in the coming weeks, and to share your feedback on how we can shape this reporting to better support the sector in coming years.

"We wouldn't be able to do half the work we had to do if we didn't have Q Shelter providing important up-to-date information."

Diversity, equity, and inclusion

After two years at the helm, Daniel Taber-Kennedy stood down as Chair of Q Shelter's Diversity, Equity, and Inclusion (DEI) Working Group and Maya Glassman was appointed to take over the leadership role. Achievements during Daniel's tenure as Chair include:

- Formalising Q Shelter's response to the 2023 Referendum on the Voice to Parliament, including public awareness, education, and statements of support for the campaign
- Providing a safe and supportive environment for staff to share and reflect on the referendum process and results
- Discussion of how Q Shelter can adopt diversity recommendations from a review of HR practices by MZB Empowerment

- Adopting a process to recognise 'days of awareness' that were significant to Q Shelter staff.

With Maya stepping in to Chair, Q Shelter reissued the invitation for people to join the working group.

Over the coming 12 months, our key DEI initiatives include sourcing training on cultural awareness, increasing LGBTQIA+ visibility, exploring a flexible public holiday policy, participating in cultural and historical tours, and integrating DEI into the induction process.

Efforts will also focus on improving accessibility for individuals with disabilities, encouraging discussions on mental health, and developing policies for inclusive procurement.

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Diversity, Equity, and Inclusion Working Group

Member Awards

2023 Deirdre Coghlan Bursary Award recipients

Q Shelter presented three bursaries in memory of founding member Deirdre Coghlan in 2023. The bursaries, awarded every year, go towards professional development activities for Q Shelter members:

Shelter Housing Action Cairns (SHAC)

3rd Space

Warrungu Aboriginal and Torres Strait Islander Corporation



Kent Maddock Memorial Award recipients

Q Shelter awarded two organisations with the Kent Maddock Memorial Award in 2023, recognising these place-based alliances taking action to end homelessness and housing need in their communities:

Protea Place

Western Queensland Alliance of Councils

An Honourable Mention went to the **Whitsunday Housing Co Ltd** for their Tiny Homes Project.



Fiona Caniglia presents the 2023 Kent Maddock Memorial Award to Greg Hoffman on behalf of the Western Queensland Alliance of Councils

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Fiona Caniglia with Award winner Amanda Dalton, CEO of Protea Place, Kent Maddock's partner, Amy Rawlings, and Kent's step-son Nathaniel Rawlings



Management Committee



Dr Tanya Bell, BAppSc (Biol) (Hons), GCEd (HE), PhD (PHEpi), GAICD
Acting 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, GAICD
Vice President
Immediate Past President

Darren is a highly experienced and respected property sector executive, with a career spanning 30 years in property development, management and investment across the private and not-for-profit sectors, and executive and non-executive director board roles.

In addition to his role as Executive Director of BlueCHP Limited — a not-for-profit developer and Tier 1 community housing provider in Australia — Darren is the immediate past President of Q Shelter and a member of the Queensland Premier's Housing Supply Expert Panel.

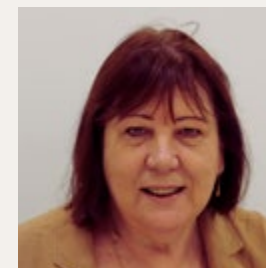


Kristy Bailey, CPA, MBA, GAICD
Acting Treasurer

Kristy was appointed Treasurer of the Q Shelter Management Committee in August 2024. She also serves 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.

Management Committee (cont.)



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.



Emma Whitehead, BSc (Hons), MSc, PostGradDipMgmt, GAICD
General Member

Emma Whitehead is the Chief Executive Officer of Mates4Mates, a National Charity supporting veterans and their families. Emma has over 30 years' experience working in health, community services, and research sectors in the UK, USA and Australia.

Passionate about improving the economic, health and social wellbeing of our communities, Emma has a wealth of experience in governance, health and human service systems, policy and advocacy, and executive leadership. Emma has been a member of the QShelter Management Committee since November 2021.

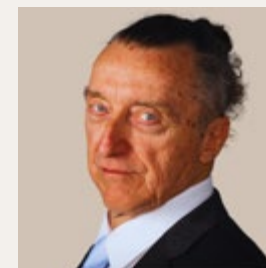


Kim Rawlings
General Member

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 2024–2025

Over the next year Q Shelter will:

- Continue to work with the Queensland Government to maintain the momentum on housing solutions
- Promote and distribute wellbeing tools and resources to individuals and organisations throughout the sector
- Continue to develop our Environmental, Social, and Governance framework and reporting
- Work with other peak partners, community housing providers, and government to plan a second iteration of the Community Housing Futures program
- Continue to expand our learning and development offerings across the state
- Build and distribute advocacy and influence tools to engage others in working to achieve a home for every Queenslander
- Progress meaningful action through Q Shelter's Diversity, Equity, and Inclusion Working Group
- Publish a new Innovate Reconciliation Action Plan
- Support the implementation of the Service Integration Initiative in new regions.



Ipswich, Queensland



Rockhampton, Queensland

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
- Peer Leaders and tenants involved in Q Shelter training
- Aboriginal and Torres Strait Islander Housing Queensland
- National Shelter Council
- CHIA Queensland
- Homelessness Queensland
- The Australian Housing and Urban Research Institute (AHURI)
- National CHIA Network
- Make Renting Fair Campaign

A special thanks to sponsors:

- Bluebird Housing
- Mangrove Housing
- Wolter Consulting Group
- Grey Space+
- The Forgotten Women



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



Because home matters

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Thanks to our sponsors and business partners for their support during 2023-2024.

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