

## OUR VISION

All Queenslanders have a secure and affordable place to live.

## OUR MISSION

To support the growth of social and affordable housing that meets the needs of vulnerable Queenslanders by connecting stakeholders across the housing continuum, boosting industry development, sharing research and policy, and delivering training and education.

### Guiding Principles and Values

The guiding principles to which we aspire at Q Shelter are embodied by our staff and embraced by our leadership. They are also reflective of the culture we wish to foster within Q Shelter, the housing and homelessness sector, and broader community.

#### At Q Shelter we:

- value and champion ambitious, courageous, and progressive ideas;
- embrace the principles of fairness;
- are co-creators and collaborators;
- integrate the voices of people with a lived experience into all of the work we do;
- promote and celebrate equity, diversity, and inclusion;
- encourage and develop leaders;
- seek and share new approaches in the spirit of continuous improvement;
- are passionate in our work; and
- celebrate the contributions and success of others.



### Key Success Factors

To deliver on this Strategic Plan, Q Shelter will operate as a high-performing organisation. We will build on strong external partnerships and exceptional internal leadership to maximize the reach and impact of our efforts. The following structures and processes are integral to our success.

#### STRATEGIC OBJECTIVE 1

##### Leadership, Partnerships, and Capacity Building

*To effectively engage with members, government and the community to strengthen our networks, increase our membership and provide useful services to all stakeholders.*

#### STRATEGIC OBJECTIVE 2

##### Sector Development

*Q Shelter will continue to build the capacity of the housing and homelessness service system by developing a suite of resources for use across the sector.*

#### STRATEGIC OBJECTIVE 3

##### Research, Advocacy, and Policy

*Support strategic alliances with national and state organisations so Q Shelter can influence Housing policy, which will create opportunities for industry growth and diversification. Consult and collaborate with members and other stakeholders to articulate and promote the industry's interests and aspirations. Undertake, commission, contribute to and promote research that supports the development of an industry*

# A MESSAGE FROM THE CHAIR

*"A housing first model is the key to reducing homelessness. Housing providers which provide both support and bricks and mortar are delivering genuine no wrong door wrap around services."*



## Look back to learn, look forward to succeed

We've been around for more than three decades and our role has evolved in response to new governments, new priorities, and new challenges in delivering housing and homelessness services for vulnerable Queenslanders. In 1987 Q Shelter formed to unite passionate advocates for more social and affordable housing who also contributed to better housing policy and promoted the rights and dignity of tenants. Q Shelter continues to remain true to the aims of these founding Members.

With the release of this strategic plan, we recognise its release in a pivotal moment for the future of our sector. The Queensland Housing Strategy 2017-2027 promises government and community sector partnerships in delivering social and affordable housing across the state and our sector is fired up

## Who is Q Shelter? What do we stand for? What will we achieve?

These are the questions that I've reflected on in contributing to this strategic plan.

and ready to go in working together to deliver this housing. We operate against the background of a growing affordability crisis that threatens to push even more Queenslanders down the housing continuum, so our role is more important than ever. I strongly believe that our strategic plan recognises the unique role we have in the sector and one that is indispensable to the ongoing success and opportunities that face our sector.

Q Shelter understands how important it is to have an integrated housing and homelessness system in Queensland. That's why we continue to support this system through advocacy, engagement, and a broad range of services for the housing and homelessness sector.

We value our approach to sharing best practice models across the state, which also allows us to identify and tackle any gaps in service delivery.

We are also proud of our support for regional networks across the state, which ensures these regions have a consistent and structured approach to:

- overcoming barriers in the delivery of housing and homelessness services;

- sharing best practice models from across the state; and
- delivering a local integrated approach to care coordination

This region-based approach is key to our engagement strategy and ongoing relationship with the housing and homelessness sector. We understand that person-centred approaches to working with our colleagues ensures that we identify and promote the needs of their communities and how safe and affordable housing acts as a cornerstone to produce better life outcomes.

The development of this strategic plan has come at a time when we have been extremely fortunate to introduce new Board of Management Members to the community housing and homelessness sector. With an existing wealth of knowledge in the community service and housing space, we now have Board Members from real estate, architecture, business development, and finance industries. It is anticipated that the introduction of new skills and forging of new partnerships within our industry will bring innovation and fresh ways of tackling the affordable housing challenges currently faced in Queensland.

# OUR STORY

# Q SHELTER



Queensland Shelter Incorporated (Q Shelter) was founded over thirty years ago by concerned housing groups who were determined to see more social and affordable housing for those who need it, more rights for those in housing, and working with government to deliver better housing policy.

Q Shelter was formally constituted in 1993, and over the past three decades, has evolved to meet the changing needs of vulnerable and low-income Queenslanders.

Today, Q Shelter continues to provide an independent and impartial voice on behalf of the housing and homelessness sector, as well as for those who don't have access to secure and affordable housing. We also work to strengthen the capacity of community housing providers and specialist homelessness services because we know that stronger organisations deliver better outcomes for those in need.

As an incorporated association, we operate in line with our constitution and are supported by a broad membership base that includes passionate individual members as well as for-profit and community organisations.

We strongly believe in not only being the voice of the sector; but also as an industry developer, capacity builder, and corporate support.

We continue our purpose of promoting public debate on policy that provides the best possible solutions to homelessness and affordable housing for people who are on very low incomes and vulnerable to housing stress.

We work each and every day to build the capacity and capability of the sector by:

- developing products and services that focus on the needs of housing providers and homelessness services;
- supporting the sector to have a strong voice in building a housing system that is effective for vulnerable people;
- working collaboratively with all stakeholders to maintain strong partnerships;
- contributing to the quality and growth of the housing and homelessness sector and ensuring it is part of an expanding national industry;
- supporting and promoting the development of an integrated housing and homelessness system across the state; and

- truly understanding the needs of the sector

We also bring this expertise, knowledge and substantial networks to the table to work with government and industry to develop a joint approach to the development of an overall plan for social and affordable housing in Queensland.

Q Shelter continues to demonstrate long term and significant leadership in the housing and homelessness sector in Queensland.

Our structure is lean but effective; with strong links to national bodies, governance through an expert management committee, and leadership through a non-executive director.

This Strategic Plan consolidates input of Q Shelter staff, our valued partners and the Board of Management.



**SHELTER**  
because housing matters

# STRATEGIC OBJECTIVE 1

## Leadership, Partnerships, and Capacity Building

*To effectively engage with members, government and the community to strengthen our networks, increase our membership and provide useful services to all stakeholders.*

### PRIORITIES

1.1

Convene leadership and other forums and align the housing and homelessness sector by uniting key stakeholders to advance important issues and challenges.

1.2

Facilitate the exchange of knowledge and sharing of best and promising practices by creating forums to share ideas and advance collaboration in the system.

1.3

Inform and influence public policy development by working with stakeholders to define best and promising practices, and share recommendations with decision-makers and key influencers.

1.4

Stimulate cross-sector action by seeking meaningful opportunities to engage with all sectors— public, private, and not-for-profit.

1.5

Seek a process of reconciliation in partnership with Aboriginal and Torres Strait Islander people by working to revitalise and strengthen relationships of mutual respect with Indigenous partners, and building relationships with leaders and champions in Indigenous housing and homelessness services.

# STRATEGIC OBJECTIVE 2

## Sector Development

*Q Shelter will continue to build the capacity of the housing and homelessness service system by developing a suite of resources for use across the sector.*

### PRIORITIES

2.1

Develop and disseminate resources to assist housing and homelessness services

2.2

Identify ideas, champions, and best practices through housing and homelessness networks and other partners and implement innovative practices and solutions to service delivery.

2.3

Incubate initiatives and opportunities by identifying, structuring, supporting, evaluating, and appropriately investing in new programs. We will, when appropriate and when there is a gap in the sector, take a more hands-on approach to initiatives and opportunities.

2.4

Develop and implement relevant and timely social housing indicators for Queensland in partnership with system data collectors. We will create key measures and comparable data to help identify challenges and opportunities as well as progress toward the implementation of the Queensland Housing Strategy.

2.5

Promote and advance the Queensland Housing Strategy and the Q Shelter Strategic Alliance Work Plan.

# STRATEGIC OBJECTIVE 3

## Research, Advocacy, and Policy

*Support strategic alliances with national and state organisations so Q Shelter can influence Housing policy, which will create opportunities for industry growth and diversification. Proactively work with our members so their interests are advanced whilst we continue to develop an effective, viable and credible organisation. Consult and collaborate with members and other stakeholders to articulate and promote the industry's interests and aspirations. Undertake, commission, contribute to and promote research that supports the development of an industry*

### PRIORITIES

3.1

Knowledge Mobilisation-focus on developing and sharing effective and innovative knowledge.

3.2

Aggregate, integrate, and disseminate information in a way that is relevant and customised for different audiences. We will find, analyse, and share important information and conclusions related to best practice housing provision and homelessness solutions.

3.3

To be the voice of social and affordable housing and homelessness services by continuing to advocate for sound housing policies through a number of avenues, such as social media, development of policy, consultation with the sector, hosting forums, and conferences.

3.4

To continue to research, collaborate, and consult with the sector on the development of policy and practice that supports the development of an industry and promotes the increased role of community housing providers and social support services to homeless people.

3.5

Raise the profile of community and affordable housing in Queensland