HOMELESSNESS QUEENSLAND

Annual General Meeting Report

2025–2026

President, Chief Executive Officer and sector activity reports

25 November 2026

About this report

This report presents Homelessness Queensland work during the reporting year, with developments leading up to the 2026 Annual General Meeting.

homelessnessqld.au

Acknowledgement of Country

> We acknowledge the Traditional Custodians of the land on which we meet today and pay my respects to their Elders past and present. We extend that respect to all Aboriginal and Torres Strait Islander peoples here today.

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President report



Alison Cole
President

As I approach retirement and conclude my time as President, I reflect on the considerable growth of Homelessness Queensland (HQ) over the past eight years. Our organisation began as a small network of services meeting regularly to share information about government and sector developments. At one point, only three committee members remained. With limited resources, we invested in volunteer insurance to bring new people on board and rebuild our capacity. We then approached the Department of Housing with a proposal and were successful in securing funding for a Chief Executive Officer. Today, HQ is an established Queensland homelessness peak body, supported by ongoing departmental funding, a committed Management Committee and a dedicated team. This progress has been made possible by the contributions of staff, volunteers, members and the wider sector.

One of the year's major achievements was HQ's first Queensland Homelessness Conference, held in Cairns. Bringing regional and South East Queensland services together created an important opportunity to share knowledge, strengthen relationships and hear from colleagues who had made the trip north. I am extremely proud of the conference and of how HQ has grown into a respected and influential homelessness peak body. To Stephen Simpson and the team, thank you for delivering such a valuable event for the sector. I look forward to seeing the success of future HQ conferences.

HQ's Discovery Sessions and Holding Space series, alongside the newly established Academy for Learning (A4L) and micro-credentials developed in partnership with CQUniversity, mark an important step in strengthening practical learning and professional development opportunities for the sector.

Demand for homelessness assistance continues to increase across Queensland, placing significant pressure on services attempting to respond to demand and the increasing complexity of people's support needs. HQ has an important role in helping organisations and workers gain capacity, capability and resilience through advocacy, collaboration and practical resources.

Management Committee

I thank my fellow Management Committee members for their service and commitment:

Name	Role
Sally-Anne Clark	Vice President
Jonathan Dyer	Secretary
Melanie Searle	Treasurer
Paul Tommasini	Committee member
Kris Wong	Committee member

The Management Committee has provided valuable guidance and oversight as HQ has developed its role and strengthened its capacity.

Sally-Anne Clark, Kris Wong and I will be stepping down after 4 + years from the Management Committee. I welcome the incoming members and the stronger regional representation they bring to HQ's governance.

I am grateful for the time, knowledge and commitment generously contributed by all Committee members.

Our people and supporters

Our team

I sincerely thank our Chief Executive Officer, Stephen Simpson, for his leadership, dedication and ongoing engagement with services and partners across Queensland. His work has been central to HQ's growth and contribution to the homelessness sector.

I also thank Alicia Pont, Practice Lead: Learning Development and Practice Support; Mandy Thompson, Manager: Workforce Development and Partnerships; and Stephen Hawkins, Head of Strategy, Systems and Project Delivery. Their knowledge and commitment have strengthened HQ's work and support for the sector.

Volunteer secretariat

Mel Jacquier

During the year, Mel Jacquier reduced her volunteering involvement as she pursued her own growing career. I thank Mel for her hard work and dedication to HQ.

Volunteers

I welcome Sajida, Ruby, Zarin and Maricel, who have joined HQ as volunteers. Thank you for sharing your time and skills with the organisation.

Thanks, and acknowledgements

I thank the organisations and people whose support and funding have helped HQ continue its work, particularly the Department of Trade, Employment and Training for supporting micro-credential development and the Department of Housing and Public Works for its ongoing funding and engagement.

- The Department of Trade, Employment and Training for the funding of the micro-credential training.
- The Department of Housing for their commitment to recurrent funding of Homelessness Queensland.
- Our Housing Minister, Hon Sam O'Connor MP, has supported HQ through the provision of recurrent funding and given his valuable time to open the HQ first Qld Homelessness Conference in Cairns.
- Our Director General, Mark Cridland; Deputy Director General, Matthew Nye; General Manager Sector Services, Dr Ellenah Mackie; Executive Director Program Management, Michael Jones; and colleagues for their willingness to engage with Homelessness Qld and work together for the betterment of the homelessness sector and those affected by homelessness in Queensland.

I also acknowledge the Hon Sam O'Connor MP for opening the Queensland Homelessness Conference in Cairns, and the Department's leadership and staff for their willingness to engage with HQ and the sector.

Looking ahead

As I conclude my time as President, I am proud of the organisation HQ has become and grateful to everyone who has contributed to its progress. I wish the incoming Management Committee, staff, volunteers and members every success as they continue to strengthen HQ's voice and support for the Queensland homelessness sector.

Alison Cole

President

Chief Executive Officer



Stephen Simpson
Chief Executive Officer

This year has been one of significant work, change and persistence for Homelessness Queensland. HQ has continued to bring together sector knowledge, practice experience and research to inform how Queensland responds to homelessness, while building practical resources and learning opportunities for our workforce.

I have had the privilege of seeing HQ grow from a small network of around half a dozen people into a dedicated homelessness peak body for Queensland. Today, our work also contributes to the national conversation through Homelessness Australia. That growth reflects the commitment of many people over many years, and the belief that our sector needs a strong, connected and independent voice.

Highlights of the year

400+
participants in our Homelessness Responses in Queensland research

14
Queensland regions represented in that research

4
micro-credentials developed with CQUniversity

Source: Homelessness Queensland, 2026.

Listening to the sector and informing change

Our Homelessness Responses in Queensland research, brought together contributions from more than 400 participants across 14 regions. It highlighted the pressures facing services and the people they support, alongside opportunities to improve prevention, assessment, collaboration and connections across systems.

These findings have continued to inform HQ's work. They reinforce the need to consider how housing, homelessness, health and other systems work together. They also underline the importance of First Nations leadership and the knowledge of people with lived and living experience.

Throughout the year, HQ has shared research, reports and papers to make this knowledge available and contribute to sector and government discussions. These have included Homelessness

Responses in Queensland and the PIVOT Movement launch paper, alongside our practice and workforce development documents. Together, this work provides a foundation for discussion, advocacy and practical action.

More recently, our contribution through the Housing and Homelessness Peaks and Industry Network has brought together a snapshot of activity across participating peak bodies, supporting discussion about shared priorities and opportunities for coordination.

Supporting practice and workforce development

This is an area where HQ has demonstrated its strengths: turning years of consultation, network input and shared learning into practical opportunities for the sector.

That learning has informed our Holding Space series, monthly Discovery Sessions, Practice Collective and, of course, the four micro-credentials developed with DTET funding and in partnership with CQUniversity:

- Person-Centred Practice
- Core Theories and Approaches
- Collaboration, Systems and Intersectionality
- Reflective Practice and Supervision

Together, these offerings create opportunities for workers, volunteers and people in intersecting sectors to learn, reflect and connect. They provide space to explore the challenges of everyday practice, share knowledge and consider how support can better reflect people's circumstances, strengths and choices.

For a small organisation, this represents a substantial body of work. It reflects HQ's determination to keep progressing and ensure that the knowledge people have generously contributed leads to something useful for our sector.

We are also developing our 2027 workforce offerings, each with a dedicated focus that complements the four micro-credentials and responds to sector needs.

Prevention and partnership

Prevention has remained a central priority. Through the PIVOT Movement, alongside Upstream Australia and Aboriginal and Torres Strait Islander Housing Queensland, HQ has contributed to work that asks how we can act earlier and prevent people from entering homelessness.

The PIVOT launch paper helped set out the case for this work and provided a starting point for further engagement. Subsequent conversations and focus groups have supported its development, bringing together knowledge and perspectives to inform a stronger focus on prevention.

Our 2026 conference in Cairns, centred on the theme Prevention. Partnership and Practice provided another opportunity to connect these priorities with the experience and knowledge of the sector.

Partnership also means engaging with difficult questions about current responses to homelessness. HQ has continued to contribute to place-based discussions, including conversations with councils, while advocating for responses that connect with local services and create pathways to housing.

Respecting lived and living experience

The knowledge of people with lived and living experience is essential to understanding how services and systems intersect with people's lives.

As we move towards the AGM, we are commencing further work with the Department of Housing and Public Works on lived and living experience. Our approach is to build respectfully on knowledge already shared, preserve its meaning and context, and avoid asking people to repeat personal experiences unnecessarily.

We recognise that people hold diverse views, and that no individual or group speaks for everyone with lived and living experience. HQ will establish a working group to provide advice and is proposing regional activities to test initial findings and broaden participation.

As someone who also identifies as having lived experience, I care deeply about ensuring this work creates meaningful opportunities to influence decisions.

Building HQ's capacity

Delivering this work has required persistence through funding uncertainty and the pressures of operating with a small team. These challenges have reinforced the importance of sustainable funding, realistic planning and organisational capacity.

Our website redevelopment is another important step forward. It brings together learning opportunities, membership, events, news and our growing Practice Resource Library, making more of HQ's work easier to find and use.

Members and students will have access to additional resources to support their learning and practice. Current members will also receive information about the 2026–27 membership year, including fees and renewal arrangements.

Thank you to 'I Love Digital' for their work with us in bringing this together.

Acknowledgements and the year ahead

I am proud of our small team and the enormous amount of work they have carried. Thank you to Alicia Pont, Mandy Thompson, Stephen Hawkins, our volunteers and everyone who has contributed

their time and expertise. Their commitment has enabled HQ to deliver a substantial program of work while continuing to respond to emerging needs.

I also thank our Management Committee for their leadership, guidance and persistence. Their dedication has been central to HQ's development and our ability to keep moving forward.

As Alison Cole, Sally-Anne Clark and Kris Wong conclude their committee service, I acknowledge their substantial contributions: Alison's more than six years as President, Sally-Anne's approximately five years as Vice-President, and Kris's approximately four years on the Committee. Each has helped shape the organisation we are today.

Thank you to our members, partners, funders, advisory contributors, First Nations colleagues, and people with lived and living experience who continue to inform and challenge our work.

The year ahead will focus on putting our developing resources into use, expanding learning opportunities, strengthening partnerships and keeping prevention and person-led practice central to our work.

> **HQ's role is to listen, connect, contribute and advocate. We will continue to bring the realities facing people and services into conversations where decisions are made and turn shared knowledge into practical support for our sector.**

Stephen Simpson
Chief Executive Officer
Homelessness Queensland

HQ work across the sector

The following standalone sections present HQ's broader work in sector engagement, workforce development, research, advocacy and partnerships.



Sector engagement and partnerships

Keeping the focus on the sector

The homelessness sector moves quickly, and people need regular opportunities to connect, contribute and learn. Through monthly Sector Spotlight meetings, Discovery Sessions and Academy for Learning (A4L), HQ creates spaces for people working across the sector to engage at all levels, from frontline practice to organisational leadership and broader system discussions.

Sector Spotlight meetings give organisations opportunities to showcase their work, share achievements and challenges, and build connections across Queensland. Discovery Sessions explore issues and emerging approaches, while A4L supports practical learning, reflection and peer support. Led by Mandy Thompson, Manager of Workforce Development and Partnerships, and Alicia Pont, Practice Lead, Learning Development and Practice Support, HQ's workforce learning initiatives strengthen opportunities for professional development and collaboration. Together, these activities maintain an ongoing conversation with the sector and help HQ respond as needs change.

Stephen Hawkins, Head of Strategy, Systems and Project Delivery, provides important leadership in this engagement. His extensive knowledge and dedication underpin his work to build relationships, understand local circumstances and ensure regional perspectives inform HQ's priorities. His research helps shape HQ's advocacy, bringing evidence and sector experience together to inform policy positions and proposals for change. Stephen's ability to connect everyday practice with broader systems questions strengthens HQ's contribution to the sector.

HQ also travelled to Rockhampton to facilitate a Listening Circle, building on regional consultation and research. The discussion explored prevention and early intervention, lived and living experience, intake and assessment, and opportunities to strengthen local responses. Regional colleagues shared knowledge and priorities to inform HQ's advocacy, workforce development and systems change work. Stephen was also invited to speak at the CQ Health, Housing and Homelessness Forum, providing another opportunity to connect with Central Queensland colleagues.

As a small peak body with limited resources, HQ cannot be everywhere as often as it would like. The organisation remains committed to creating accessible opportunities for participation and ensuring its priorities reflect the experiences of members and the broader sector.

HQ thanks everyone who has presented, participated and welcomed the team, and who has strengthened this work by sharing their knowledge. These contributions keep engagement meaningful and HQ connected to the sector it exists to support.

Our National Connection: Homelessness Australia

Homelessness Queensland values its strong and ongoing relationship with Homelessness Australia (HA), the national peak body for homelessness. This relationship is an important part of HQ's role in representing Queensland's homelessness sector and ensuring that the experiences, challenges and priorities of our state contribute to national discussions.

Homelessness does not stop at state borders. Many of the challenges facing Queensland, including housing affordability, increasing demand for homelessness services, workforce pressures, gaps between service systems and the need for greater investment in prevention, are shared across Australia.

Our relationship with HA provides an important connection between the work occurring in Queensland and the broader national policy and advocacy environment. Through this relationship, HQ contributes Queensland's research, sector knowledge and regional perspectives to national conversations, while drawing on the experiences, evidence and approaches emerging in other jurisdictions.

Stephen Simpson also serves as a Director on the Board of Homelessness Australia. This provides an opportunity to contribute to national sector leadership and governance, while maintaining HQ's independent voice and responsibility to its Queensland members.

One of the greatest strengths of this relationship is the opportunity to work alongside fellow Directors on the Homelessness Australia Board, who collectively bring an extraordinary wealth of knowledge, experience and commitment to the sector. Their perspectives reflect years of leadership, frontline practice, policy development, research and advocacy across different parts of Australia.

For HQ, these relationships are invaluable. The opportunity to listen, learn, challenge ideas and share experiences with colleagues who understand both the complexity of homelessness and the realities facing services strengthens our own thinking and approach. It reinforces the importance of collaboration between state and territory peak bodies, recognising that while our local circumstances may differ, we share a commitment to improving the lives of people experiencing or at risk of homelessness.

Importantly, this is a two-way relationship. Queensland has much to contribute to national discussions, particularly through our statewide research, regional engagement, practice development and growing focus on prevention and early intervention. Equally, national evidence, policy developments and the experiences of other states and territories help inform our own work.

As a relatively small state peak body, these relationships strengthen our capacity to participate in national discussions, share knowledge and contribute to collective advocacy on issues that require coordinated action across governments and service systems.

HQ sincerely acknowledges fellow Homelessness Australia Board members, its leadership and staff, and the generosity with which they share their knowledge, experience and support. Their contribution to the national homelessness sector is significant, and we are proud to be part of this collective effort.

> **A strong national homelessness sector depends on strong state and territory voices. Through our relationship with Homelessness Australia, HQ will continue to ensure Queensland is part of the national conversation, while bringing national knowledge, relationships and opportunities back to the communities and services we represent.**

Working with local councils

HQ's engagement has also included supporting councils in their work with people experiencing homelessness. Mandy Thompson, Manager of Workforce Development and Partnerships, has contributed to this work through sector relationships and workforce development. HQ provided tailored training for Bundaberg Regional Council staff to support respectful, informed engagement with people experiencing homelessness. This work recognises the important role of community-facing council staff and the value of connecting their responses with the local homelessness service sector.

HQ also met with the City of Moreton Bay to discuss the Wylie Park homelessness camp. Discussions raised the importance of adequate resourcing, involvement of local services and connections with the broader housing and homelessness response. Council advised that it will undertake a full review, including a 12-month evaluation.

Stephen Hawkins practical knowledge and understanding of service systems support its contribution to these discussions. The focus remains on people's dignity and safety, access to appropriate support and meaningful pathways to housing.

Lived and living experience

The knowledge of people with lived and living experience is essential to understanding how services and systems intersect with people's lives. It helps identify where support is useful, where barriers remain and how decisions can better reflect people's circumstances, priorities and aspirations.

HQ recognises that meaningful participation requires more than inviting someone to share their story. It requires opportunities to shape the questions being asked, influence decisions and understand how contributions have been used. People need clear roles, appropriate support and recognition of the time, trust and knowledge they bring.

HQ is commencing further work with the Department of Housing and Public Works on lived and living experience. The approach is to build respectfully on knowledge already shared, preserve its meaning and context, and avoid asking people to repeat personal experiences unnecessarily. Existing research and consultation will provide a foundation for identifying what is already known and where further discussion would be useful.

People hold diverse views, and no individual or group speaks for everyone with lived and living experience. HQ will establish a working group to provide advice and is proposing regional activities to test initial findings and broaden participation. This work must make space for different experiences, including those of people whose perspectives are less often heard in formal consultation and decision-making.

HQ also recognises the importance of cultural safety, accessibility and choice. People should be able to decide whether and how they participate, what they wish to share and what support they need. Their involvement must be approached with care and respect for their wellbeing, privacy and boundaries.

Special thanks go to Katie Shields, for her work with us in 2026, she was HQ's lived experience specialist. We want to thank Katie for her contribution, ongoing support and willingness to share her knowledge and perspectives. Her involvement has helped HQ remain attentive to how its work connects with the realities of people's lives.

HQ also thanks the many people with lived and living experience who contribute to its work and to the broader sector through advisory groups, peer roles, research, learning activities, advocacy and everyday conversations. Their contributions help challenge assumptions, improve understanding and shape more responsive support for people facing homelessness and some of the most difficult circumstances in our communities.

Sharing knowledge drawn from personal experience can involve considerable time, energy and trust. HQ values those contributions and recognises its responsibility to ensure they lead to meaningful opportunities for influence. The aim is for people to have a stronger voice in the

decisions that affect them and for that knowledge to inform lasting improvements in services and systems.

Prevention and partnership

Preventing homelessness must become a central priority for Queensland. Every opportunity to help someone remain safely housed matters. Once housing is lost, the consequences can extend into health, education, employment, relationships and connection to community.

Through the PIVOT Movement Queensland, HQ is working alongside fellow Core Group members Upstream Australia and Aboriginal and Torres Strait Islander Housing Queensland to build a shared approach to prevention and early intervention. We thank Associate Prof David MacKenzie and Dr Tammy Hand from Upstream Australia, and Neil Willmett Ceo Aboriginal and Torres Strait Islander Housing Queensland, for their leadership, knowledge and commitment. Their contributions have helped strengthen this partnership and shape a shared vision for preventing homelessness across Queensland.

The PIVOT launch report, 'Transforming the 'system' mindset: Reducing Homelessness by implementing an Early Intervention and Prevention Systems Approach', brings together Australian and international evidence supporting earlier, coordinated action. It makes the case for a sustained shift in how responses are planned, funded and delivered across the service system.

The report examines prevention across different circumstances, including young people connected with education, families experiencing domestic and family violence, older people at risk of losing their homes, and people leaving institutions. It also highlights the importance of culturally safe, locally led responses that uphold Aboriginal and Torres Strait Islander peoples' self-determination.

A central message is that prevention requires shared responsibility. Education, health services, justice, housing and community organisations all have opportunities to recognise housing risk and act earlier. Identifying risk must connect people with timely, funded support and appropriate housing.

This has direct implications for investment. Tenancy sustainment, flexible brokerage, coordinated support and housing pathways for people leaving institutions need dependable resourcing. Funding and performance measures must recognise the work involved in preventing housing loss, alongside the essential work of responding to crisis.

Clearer pathways and earlier support can also reduce repeated crises and give workers greater scope to respond to people's goals and circumstances. Prevention requires the time, resources and organisational arrangements that make this work possible.

The launch report provided a foundation for further conversations and focus groups. Through this engagement, PIVOT is working towards a Queensland prevention and early intervention roadmap, bringing together research, regional knowledge, workforce experience and the expertise of people with lived and living experience.

HQ acknowledges PIVOT's Critical Friends: CHIA Queensland, inCommunity, Regional Housing, QCOSS and QNADA. Their knowledge, commitment and constructive challenge have helped shape this work and strengthen its connection with communities and services.

A call to action

HQ calls on government to make prevention and early intervention an explicit priority in policy, commissioning and investment, and to work with PIVOT and the sector to develop and implement the roadmap. This requires shared responsibility across portfolios, sustained funding and accountability for outcomes.

HQ invites services, councils, researchers and colleagues across intersecting sectors to contribute their knowledge, identify opportunities for earlier action and help shape the roadmap. People with lived and living experience must have supported opportunities to influence its direction and assess whether proposed changes will make a difference.

The shared task is to turn evidence into action: helping more people keep their homes, responding earlier when housing is at risk and preventing a return to homelessness.

Workforce development



Supporting practice and workforce development

This is an area where HQ has demonstrated its strengths: turning years of consultation, network input and shared learning into practical opportunities for the sector.

Our work on the Specialist Homelessness Services Practice and Performance Framework, the Outcomes Reporting Guide, the Multi-Disciplinary Case Management Model and the Workforce Development Strategy has brought together substantial sector knowledge. With these pieces of work submitted, HQ has forged ahead, drawing on this learning and the commitment of a dedicated Management Committee to develop practical support for the workforce.

Mandy Thompson, our Manager of Workforce Development and Partnerships, has provided important leadership in developing the Academy for Learning (A4L) and connecting our learning opportunities with sector needs. Her focus on relationships, shared learning and workforce development has helped shape a growing program that supports people at different stages of their practice.

Alicia Pont has brought valuable practice leadership to the development of our learning content and resources. Her contribution helps connect evidence and theory with the realities of everyday work, creating opportunities for learners to reflect on how they support people experiencing homelessness.

Together, Mandy and Alicia have contributed substantial knowledge, care and commitment to this work. Their leadership has been central to turning HQ's workforce development ambitions into practical learning opportunities for the sector.

Through A4L, our Holding Space series offers time to pause, reflect and explore the realities of practice with others. Monthly Discovery Sessions bring people together around emerging issues and sector knowledge. The Practice Collective provides sustained opportunities for peer learning, reflective conversations and applying learning to everyday work.

These offerings recognise that workforce development requires ongoing opportunities to ask questions, share experience and consider how practice can respond to people's circumstances, strengths, culture and choices.

A major part of this work has been the development of four micro-credentials, funded by the Department of Trade, Employment and Training and developed by HQ in partnership with CQUniversity:

- Person-Centred Practice
- Core Theories and Approaches
- Collaboration, Systems and Intersectionality
- Reflective Practice and Supervision

The micro-credentials make foundational homelessness practice learning accessible to new and emerging workers, while offering opportunities for experienced practitioners, volunteers and people in intersecting sectors to build their understanding. They connect evidence and theory with practical examples, reflection and the knowledge of people with lived and living experience.

Our growing Practice Resource Library extends this learning through tools and materials that can support team discussions, supervision and everyday practice. Together, these activities help ensure that the knowledge generously contributed through consultation becomes something useful for the sector.

For a small organisation, this represents a substantial body of work. I am proud that HQ has continued to progress it alongside our policy, research and advocacy responsibilities. We are developing our 2027 workforce offerings to complement the four micro-credentials and respond to sector needs.

Queensland Homelessness Conference

A major highlight of the year was HQ's first Queensland Homelessness Conference, held in Cairns under the theme **Prevention. Partnership. Practice**. Across three days, more than 260 delegates and 50+ speakers came together to share knowledge, question current approaches and consider what needs to change to prevent and respond to homelessness.

Holding the conference in North Queensland provided an opportunity for regional services to connect with colleagues from across the state and brought regional experiences into the centre of the conversation. Geography, access to housing, workforce capacity and local service relationships shape how communities respond to homelessness. These experiences need to inform Queensland's policy and practice discussions.

The program connected prevention, partnership and everyday practice. Presentations and discussions explored opportunities to act earlier, work more effectively across systems and support responses that reflect people's circumstances and choices. The launch of the PIVOT Movement added to this focus, creating an opportunity to build a shared commitment to early intervention and prevention.

Just as valuable were the conversations between sessions. The conference gave people time to reconnect, meet colleagues, exchange ideas and reflect on challenges that can feel isolating in everyday work. For HQ, it was also an opportunity to listen directly to members and the wider sector and carry that learning into its ongoing work.

HQ thanks the First Nations Elders and contributors who shared their knowledge and perspectives, and the people with lived and living experience whose contributions helped ground the discussions in the realities of people's lives. Thanks also go to the speakers, facilitators, sponsors, partners and every participant who made the time to attend and contribute.

HQ gratefully acknowledges **Business Events Cairns & Great Barrier Reef** for its support in bringing the conference to Cairns. HQ also appreciates the Department of Housing and Public Works' attendance and participation, including Director-General Mark Cridland's keynote address, and thanks the Hon Sam O'Connor MP for opening the conference.

Special thanks go to Katie Shields, HQ's lived experience specialist, and Mel Jacquier, who volunteered throughout the conference. Their willingness to step in, respond wherever help was needed and contribute to making this an event to remember was outstanding. Their care and commitment made a difference to the event and the experience of those attending.

HQ also acknowledges Alicia Pont, Stephen Hawkins and Mandy Thompson for the enormous amount of work involved in bringing the conference together alongside their other responsibilities. Supported by volunteers and the Management Committee, a team with a combined capacity of just three full-time equivalent positions delivered a statewide event of this scale. This was a remarkable achievement, made possible by dedication, teamwork and substantial effort behind the scenes.

The conference demonstrated HQ's capacity to bring the sector together and the value of making time for shared learning and discussion. HQ will carry those conversations forward through its advocacy, partnerships, resources and workforce development.

> **HQ looks forward to bringing the sector together again at the 2028 Queensland State Homelessness Conference.**

QUEENSLAND HOMELESSNESS CONFERENCE

Cairns 2026 | Prevention. Partnership. Practice.



Bringing the sector together.

Connections across the sector

Queensland Homelessness Conference | Cairns 2026











Shared knowledge. Stronger partnerships.

People and partnerships

Queensland Homelessness Conference | Cairns 2026





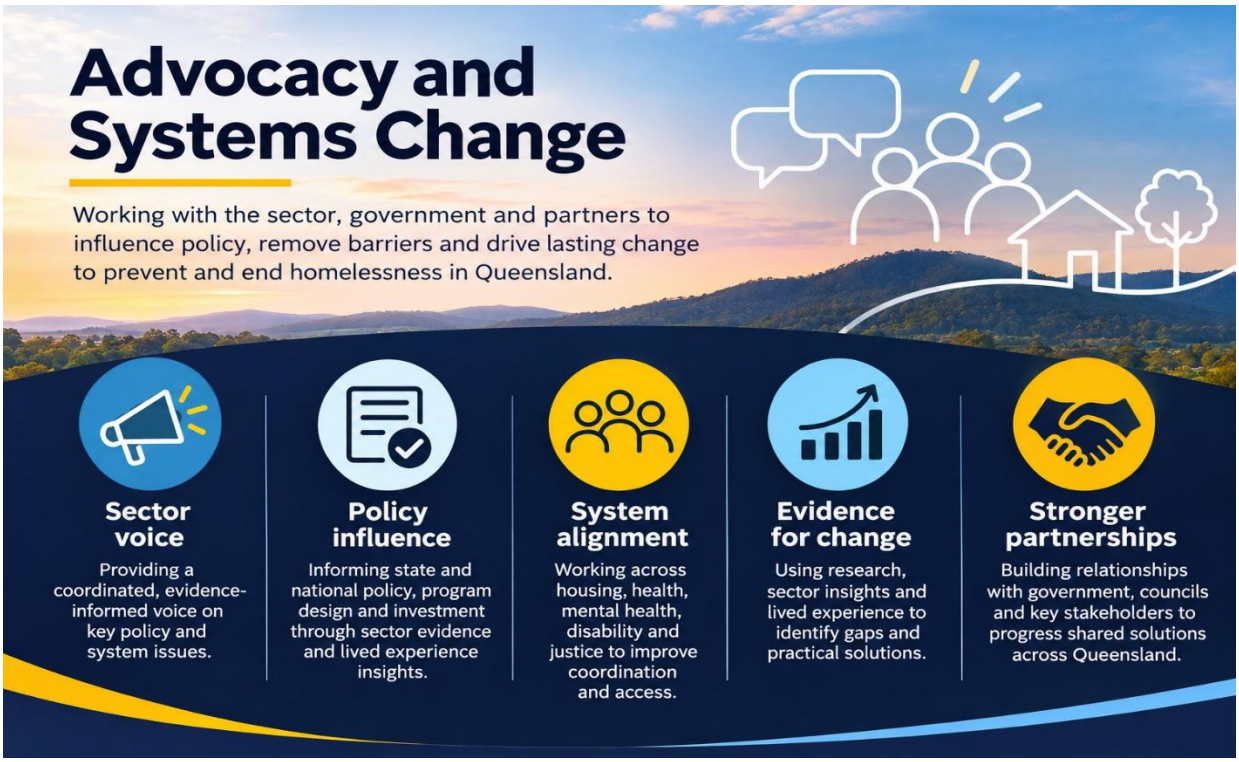






Connecting colleagues across Queensland

Advocacy and systems change



Advocacy

Advocacy is central to HQ's role as Queensland's homelessness peak body. We bring the knowledge of our members, the experience of the workforce and the perspectives of people with lived and living experience into discussions about policy, funding and service responses.

Our Homelessness Responses in Queensland research, informed by more than 400 participants across 14 regions, provides an important foundation for this advocacy. Its findings on duplication, inconsistent assessment, gaps between services and prevention help us make an evidence-informed case for change.

Our membership of the Homelessness Ministerial Advisory Council (HMAC) and the Housing and Homelessness Peaks and Industry Network (HHPIN) provides opportunities to raise these issues directly with government. Alongside our research, we draw on network meetings and service visits to advocate for a supported workforce, clearer service pathways and funding that reflect the complexity and duration of support people may need.

Our engagement with councils has included discussions about designated camping areas, with a focus on dignity, safety, connections with local services and meaningful pathways to housing. Through Homelessness Australia, we also contribute Queensland's experience to national advocacy.

We thank our members and partners for sharing their knowledge and trusting us to raise difficult issues. Their contributions keep our advocacy grounded in the realities of people experiencing homelessness and those working alongside them.

Supporting systems change

HQ supports systems change by connecting evidence, workforce learning and partnerships to improve how services and systems respond to people.

The PIVOT Movement launch paper provides a foundation for our work with partners on prevention and early intervention. This work considers where earlier action is possible and how responsibility can be shared across housing, homelessness and other systems.

Our Programs Reimagined Desktop Review brings together existing research and consultation findings to inform further work, including our lived and living experience project. Building on this knowledge helps us respect previous contributions and avoid asking people to repeat their experiences unnecessarily.

Workforce development provides a practical way to carry learning into organisations. Our offerings support shared understanding, reflective practice and person-led responses, while encouraging workers and leaders to examine the processes and expectations that shape their work.

People's lives do not fit neatly within program boundaries. HQ will continue to support approaches that connect services, allow support to adjust as circumstances change and give people with lived and living experience meaningful influence over decisions.

Research, evidence and sector knowledge have remained central to HQ's work. The following publications and projects reflect HQ's contribution to policy, practice, workforce development and the broader conversation about homelessness reform. They include work completed in earlier years, government-commissioned reviews and independent publications issued in 2026.

Research, reports and evidence

Major research and foundational work

Publication	Summary
Homelessness Responses in Queensland	Finalised in September 2025, this research drew on contributions from more than 400 participants across 14 Queensland regions. It identified pressures across the homelessness service system, including fragmented pathways, inconsistent assessment, duplication and gaps in prevention. Its findings continue to inform HQ's policy contributions and advocacy.
HQ Framework & Guidelines Project 2025	This multi-year program brought together sector consultation and practice knowledge to develop the Specialist Homelessness Services Practice and Performance Framework, Outcomes Reporting Guide, Multi-Disciplinary Case Management Model, Workforce Development Strategy, and Self-Assessment and Quality Improvement resources. Together these products provide a foundation for stronger practice, service quality and learning.

Government-commissioned research: Programs Redesign

As part of the initial stages of the Queensland Government's homelessness Programs Redesign work, HQ was commissioned to undertake two reviews. These reviews were intended to inform reform discussions, not to determine government decisions.

Publication	Summary
Interjurisdictional and International Review	This comparative review examined approaches to homelessness service delivery and systems reform in Australian and international jurisdictions, considering prevention, service coordination, commissioning and integrated responses.
Programs Reimagined: Desktop Review	This review consolidated existing research, earlier consultation findings and sector knowledge to support the evidence-gathering stages of Programs Redesign, recognising the value of work already undertaken rather than duplicating engagement.

Independent research and policy papers

Publication	Summary
Do Council-Led Homelessness Camps Work? **October 2026**	This contemporary review examines the outcomes, risks and conditions associated with council-managed homelessness camps, including safety, dignity, human rights, resourcing, voluntary participation and pathways to secure housing. It provides a basis for further engagement with councils, government and services.

Publication	Summary
Re-Inventing the Wheel in the Australian Homelessness System May 2026	This issues paper by Stephen Hawkins questions repeated redesign that fails to build on existing evidence and investment, and encourages sustained improvement informed by the sector's accumulated knowledge.
Strengthening Queensland's Human Service System Through Connected Governance April 2026	This discussion paper by Stephen Hawkins considers how governance and coordination across statewide, regional and local systems could be strengthened to support more connected responses.
From Investment to Impact: Strengthening Queensland's Housing and Homelessness System July 2026	HQ's analysis of the 2026–27 Queensland Budget considered how housing and homelessness investment can translate into meaningful outcomes. It identified eight opportunities to strengthen the impact of investment, including prevention, coordination and accountability.
Ending Homelessness in Queensland: Building a Housing First-Informed Housing and Support Continuum	An evidence-informed discussion paper advocating a fundamental shift from fragmented, crisis-driven responses towards coordinated, prevention-focused approaches to ending homelessness.



Collaborative research and sector contributions

Publication	Summary
Housing and Homelessness Peaks and Industry Network: Cross-Peak Analysis	HQ contributed analysis bringing together participating peak bodies' priorities and activities to support discussion of shared issues, collaboration and coordinated advocacy.

Publication	Summary
PIVOT Movement: Prevention and Early Intervention Launch Paper	Developed through the PIVOT Movement Queensland with Upstream Australia and Aboriginal and Torres Strait Islander Housing Queensland, this paper draws on Australian and international evidence to make the case for earlier intervention, shared responsibility and a prevention roadmap.
Earlier foundational publication: No Road Home	HQ also recognises No Road Home as an earlier contribution to the evidence base. It is included for context rather than presented as a new 2025–26 publication.

Source: Homelessness Queensland, 2025–2026.

Turning evidence into action

Together these reports represent a substantial contribution for a small peak body. HQ particularly acknowledges Stephen Hawkins' leadership in research, analysis and policy development, alongside the contributions of sector organisations, researchers, practitioners and people with lived and living experience.

The purpose of this work is not simply to publish reports. It is to inform better decisions, stronger services, more effective prevention and improved outcomes for people experiencing homelessness.

Our journey continues



Prevention must reach people wherever they are: living in family homes, staying with others, in prison, in care, in hospital or in other institutions. It means recognising when a living arrangement is becoming unsafe or unstable, and ensuring people leaving institutions have somewhere appropriate to go and the support they need.

This requires shared responsibility across government, housing, health, education, justice and community services. It requires affordable housing, earlier support and funding that responds to the realities of people's lives. People with lived and living experience must have meaningful influence over how these responses are designed and delivered.

HQ will continue to bring sector knowledge, research and people's experiences together to advocate for this change. The commitment of members, partners, staff and volunteers makes that work possible.

Our future priorities must be shaped by the people we exist to support, our members and the broader sector. Their knowledge, experience and participation help HQ understand emerging challenges, identify gaps and focus our efforts where they can make the greatest difference. As a small peak body, our strength rests on these relationships and our ability to turn shared knowledge into collective action.

We invite members and sector colleagues to stay involved, share their priorities and help shape HQ's work ahead. Together, we can strengthen practice, influence policy and build a more coordinated commitment to prevention.

Queensland must act before people lose their place to live, before a family arrangement breaks down and before someone leaves an institution with nowhere to go. Earlier engagement must become an enduring responsibility across our systems.

Finance report and audited financial statements

Financial year ended 30 June 2026

> Homelessness Queensland maintains high standards of financial oversight, accountability, and transparency. Below are the complete audited financial statements for the 2025–2026 financial year, including the Treasurer's Report and the Independent Auditor's Report.

Treasurer's Report 2025

I am pleased to present the audited financial statements for the period of 1 July 205 to 30 June 2026. These financial statements have been prepared to meet the requirements of Homelessness Queensland under the Associations Incorporation Act (Qld) and have been audited by Graham Robinson, Fellow of the Institute of Public Accountants (FIPA) and Fellow Financial Accountant (FFA), who declared that the financial report presents a true and fair view of the financial position as of 30 June 2026 and associated financial performance and in accordance with current accounting standards (as applicable).

HQ has received ongoing funding from the Department of Housing (the "Department") until 30 June 2026 signifying the Department's acknowledgment of the important work being carried out by HQ. In addition, HQ has increased its service income to the sector such as the North Queensland conference which is an independent income stream.

This year HQ received a total income of $410,535 from the following: -

Donations	$987
Dept of Housing	$350,944
Service Income	$58,604

Expenditure was $396,566 leaving a small surplus of $14,414 which means that HQ is in a healthy financial position and is solvent.



I would like to recommend that the incoming Management Committee appoint Graham Robinson, as auditor of our accounts for the 2026 to 2027 financial year.

Melanie Searle
HQ Treasurer



Financial Statements

Homelessness Queensland Inc.
ABN 37 982 149 059
For the year ended 30 June 2026
Prepared by General Taxation Services

Brisbane
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Income and Expenditure Statement

Homelessness Queensland Inc.

For the year ended 30 June 2026

	2026	2025
Income		
Grant Operating	350,944	349,418
Donations	987	450
ServiceIncome	58,604	-
Total Income	**410,535**	**349,868**
Gross Surplus	**410,535**	**349,868**
Other Income		
Interest Income	445	751
Total Other Income	**44 5**	**75 1**
Expenditure		
Accountancy & Admin	23,177	31,479
Advertising & Promotions	1,925	675
Audit Fees	1,200	1,500
Computer Expenses	199	2,444
Conferences & Workshops	2,465	9,893
Consultants	8,070	28,436
Insurance	4,515	2,023
Parking	670	698
Postage and Couriers	286	-
Printing & Stationery	2,599	1,294
Provision for Leave	(11,366)	(3,488)
Subscriptions & Memberships	4,211	2,362
Superannuation	35,571	28,808
Telephone	2,518	2,547
Time Off In Lieu	(923)	1,030
Travel and Accommodation	11,201	11,782
Wages	300,163	252,102
Website	6,441	963
Workcover	2,204	1,595
Meeting Expenses	1,212	-
Bank Fees	228	-
Total Expenditure	**396,566**	**376,141**
Current Year Surplus/ (Deficit) Before Income Tax Adjustments	**14,41**	**(25,522**
Current Year Surplus/(Deficit) Before Income Tax	**4**	**)**
Net Current Year Surplus After Income Tax	**14,41**	**(25,522**
	4	**)**
	14,41	**(25,522**
	4	**)**

The accompanying notes form part ofthese financial statements. Thesestatements should beread in conjunction with theattached compilation report.

Assets and Liabilities Statement

Homelessness Queensland Inc.

As at 30 June 2026

	NOTES	30 JUNE 2026	30 JUNE 2025
Assets			
Current Assets			
Cash and Cash Equivalents			
BOQ Websaver		46,662	46,342
General ChequeAccount		27,728	48,575
EBA		50	-
EBA - A4L Savings Acccount		98,484	-
Total Cash and Cash Equivalents		**172,924**	**94,917**
Trade and Other Receivables			
Trade Debtors		13,860	-
Total Trade and Other Receivables		**13,860**	**-**
		268	
GST Receivable		**187,052**	1,326
Total Current Assets			**96,243**
Non-Current Assets			
Prepayment		-	1,445
Total Non-Current Assets		**-**	**1,445**
Total Assets		**187,052**	**97,688**
Liabilities			
Current Liabilities			
Trade and Other Payables		911	-
Total Current Liabilities		**91** **1**	**-**
Other Current Liabilities			
Accrued Expenses		1,500	1,500
PAYG Withholdings Payable		5,688	16,200
Superannuation Liability		(1,628)	7,808
Time Off In Lieu Provision		-	1,030
Income in Advance- Department of Housing		11,788	-
Income in Advance- Department of Trade, Employment and Training		98,450	-
Total Other Current Liabilities		**115,798**	**26,538**
Non-Current Liabilities			
Other Non-Current Liabilities			
Leave Provisions		27,003	42,223
Total Other Non-Current Liabilities		**27,003**	**42,223**
Total Non-Current Liabilities		**27,003**	**42,223**
Total Liabilities		**143,712**	**68,761**
Net Assets		**43,341**	**28,927**
Member's Funds			

The accompanying notes form part ofthese financial statements. Thesestatements should beread in conjunction with theattached compilation report.

Assets and Liabilities Statement

	NOTES	30 JUNE 2026	30 JUNE 2025
Accumulated Surplus		43,341	28,927
Total Member's Funds		**43,341**	**28,927**

The accompanying notes form part ofthese financial statements. Thesestatements should beread in conjunction with theattached compilation report.

Notes to the Financial Statements

Homelessness Queensland Inc.

For the year ended 30 June 2026

1. Summary of Significant Accounting Policies

The financial statements are special purpose financial statements prepared in order to satisfy the financial reporting requirements of the Associations Incorporated Act (Qld) (1981) and Australian Charities and Not-for-profit Commission (ACNC). The committee has determined that the association is not a reporting entity.

The financial statements have been prepared on an accruals basis and are based on historic costs and do not take into account changing money values or, except where stated specifically, current valuations of non-current assets.

The following significant accounting policies, which are consistent with the previous period unless stated otherwise, have been adopted inthe preparation of these financial statements.

Income Tax

The association is a PublicBenevolent Institution an as suchisexemptfromincometax.

Property, Plant and Equipment (PPE)

Leasehold improvements and office equipment are carried at cost less, where applicable, any accumulated depreciation.

The depreciable amount of all PPE is depreciated over the useful lives of the assets to the association commencing from the time the asset is held ready for use.

Leasehold improvements are amortised over the shorter of either the unexpired period of the lease or the estimated useful lives of the improvements.

Impairment of Assets

At the end of each reporting period, the committee reviewsthe carrying amountsofitstangibleandintangibleassetsto determine whether there is any indication that those assets have been impaired. If such an indication exists, an impairment test is carried out on the asset by comparing the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, to the asset's carrying amount. Any excess of the asset's carrying amount over its recoverable amount is recognised inthe income and expenditure statement.

Employee Provisions

Provision is made for the association's liability for employee benefits arising from services rendered by employees to the end of the reporting period. Employee provisions have been measured at the amounts expected to be paid when the liability is settled.

Provisions

Provisions are recognised when the association has a legal or constructive obligation, as a result ofpast events, for which it is probable that an outflow of economic benefits will result and that outflowcan be reliably measured. Provisions are measured at the best estimate of the amounts required tosettle the obligation at the end of the reporting period.

Cash on Hand

Cash on hand includes cash on hand, deposits held at call with banks, and other short-term highly liquid investments with original maturities of three months or less.

Accounts Receivable and Other Debtors

Accounts receivable and other debtors include amounts due from members as well as amounts receivable from donors. Receivables expected to be collected within 12 months of the end of the reporting period are classified as current assets. All other receivables are classified as non-current assets.

Revenue and Other Income

Revenue is measured at the fair value of the consideration received or receivable after taking into account any trade discounts and volume rebates allowed. For this purpose, deferred consideration is not discounted to present values when recognising revenue.

Interest revenue is recognised using the effective interest method, which for floating rate financial assets is the rate inherent in the instrument. Dividend revenue is recognised when the right to receive a dividend has been established.

Grant and donation income is recognised when the entity obtains control over the funds, which is generally at the time of receipt.

If conditions are attached to the grant that must be satisfied before the association is eligible to receive the contribution, recognitionof the grant as revenue will be deferred until those conditionsaresatisfied.

All revenue is stated net of the amount of goods and servicestax.

Leases

Leases of PPE, where substantially all the risks and benefits incidental to the ownership of the asset (but not the legal ownership) are transferred to the association, are classifiedasfinanceleases.

Finance leases are capitalised by recording an asset and a liability at the lower of the amounts equal to the fair value of the leased property or the present value of the minimum lease payments, including any guaranteed residual values. Lease payments are allocated between the reduction of the lease liability and the lease interest expense for that period.

Leased assets are depreciated on a straight-line basis over the shorter of their estimated useful lives or the lease term. Lease payments for operating leases, where substantially all the risks and benefits remain with the lessor, are charged as expenses in the periods in which they are incurred.

Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO). Receivablesand payables are stated inclusive of the amount of GST receivable or payable. The net amount ofGST recoverable from, or payable to, the ATO is included with other receivables or payables in theassets and liabilities statement.

Financial Assets

These notes should be read in conjunction with the attached compilation report.

Investments in financial assets are initially recognised at cost, which includes transaction costs, and are subsequently measured at fair value, which is equivalent to their market bid price at the end of the reporting period. Movements in fair value are recognised through an equity reserve.

Accounts Payable and Other Payables

Accounts payable and other payables represent the liability outstanding at the end of the reporting period for goods and services received by the association during the reporting period that remain unpaid. The balance is recognised as a current liability with the amounts normallypaid within 30 daysof recognitionoftheliability.

GENERAL TAXATION SERVICES

Accounting professionals who care.

INDEPENDENT AUDITOR'S REPORT

Auditor Details

Name of Auditor	Graham Robinson
Business Name	General Taxation Services
Business Postal Address	PO Box 295 Banyo QLD 4014
Professional Organisation	Institute of Public Accountants
Professional Membership Number	133879

Association Details

Name of Association	Homelessness Queensland Inc
Incorporated Association Number	IA17618
Australian Business Number (ABN)	37 982 149 059
Address	PO Box 1111 Lutwyche QLD 4030
Yearend being Audited	30 June 2026

To the Members

To the Members of Homelessness Queensland Inc

OPINION

We have audited the financial report of Homelessness Queensland Inc (the Association), which comprises the statement of assets and liabilities as at 30 June 2026, the income and expenditure statement for the year then ended, [the notes to the financial statements, including a summary of significant accounting policies,] and the responsible persons' declaration.

In our opinion, the accompanying financial report presents fairly, in all material respects, the financial position of the Association as at 30 June 2026 and its financial performance for the year then ended, in accordance with the accounting policies described in Note 1 and complies with Division 60 of the *Australian Charities and Not-for- profits Commission Act 2012*, the *Associations Incorporation Act 1981* (Qld), the *Associations Incorporation Regulation 1999* (Qld) and the Association's rules.

BASIS FOR OPINION

BASIS FOR OPINION

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Report section of our report. We are independent of the Association in accordance with the auditor independence requirements of the *Australian Charities and Not-for-profits Commission Act 2012* and Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

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EMPHASIS OF MATTER: BASIS OF ACCOUNTING AND RESTRICTION ON USE

We draw attention to Note 1 to the financial report, which describes the basis of accounting. The financial report has been prepared to assist the Committee to meet its financial reporting obligations to members under the Australian Charities and Not-for-profits Commission Act 2012, the Associations Incorporation Act 1981 (Qld), the Associations Incorporation Regulation 1999 (Qld) and the Association's rules. As a result, the financial report may not be suitable for another purpose. Our report is intended solely for the members of the Association, and we disclaim any responsibility to any other person, or for any other purpose. Our opinion is not modified in respect of this matter.

THE RESPONSIBILITY OF THE COMMITTEE FOR THE FINANCIAL STATEMENTS

THE RESPONSIBILITY OF THE COMMITTEE FOR THE FINANCIAL STATEMENTS

The Committee is responsible for the preparation and fair presentation of the financial report in accordance with the financial reporting requirements of Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012*, the *Associations Incorporation Act 1981* (Qld), the *Associations Incorporation Regulation 1999* (Qld) and the Association's rules, and for such internal control as the Committee determines is necessary to enable the preparation of a financial report that is free from material misstatement, whether due to fraud or error.

The committee's responsibility also includes establishing and maintaining internal controls relevant to the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

AUDITOR'S RESPONSIBILITY

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

We formed our audit opinion on the basis of these procedures, which included:

Examining, on a test basis, information to provide evidence supporting the amounts and disclosures in the financial report and assessing the appropriateness of the accounting policies and disclosures used and the reasonableness of significant accounting estimates made by the members of the committee.

While we considered the effectiveness of the association's internal controls over financial reporting when determining the nature and extent of our procedures, our audit was not designed to provide assurance on internal controls.

The financial report has been prepared for distribution to members for the purpose of fulfilling the committee's financial reporting under the Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012*, the *Associations Incorporation Act 1981* (Qld), the *Associations Incorporation Regulation 1999* (Qld) and the association's rules. We disclaim any assumption of responsibility for any reliance on this report or on the financial statements to which it relates to any person other than the members, or for any purpose other than that for which it was prepared.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Yours sincerely



Graham Robinson *FIPA FFA*
General Taxation Services
Date: 5th November 2026

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Auditor's Independence Declaration

Homelessness Queensland Inc.

For the year ended 30 June 2026

TO THE MEMBERS OF HOMELESSNESS QUEENSLAND INC

In accordance with the requirements of section 60-40 of the Australian Charities and Not-for-profits Commission Act 2012, as auditor for the audit of Homelessness Queensland Inc for the year ended 30 June 2026, I declare that, to the best of my knowledge and belief, there have been no contraventions of any applicable code of professional conduct in relation to the audit.



Graham Robinson FIPA FFA

General Taxation Services

Date: 3rd November 2026

HOMELESSNESS QLD

Every Queenslander deserves a safe place to call home.

www.homelessnessqld.au

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