Workforce wellbeing, attraction and retention

8 October 2026

SHELTER

Because home matters

Q Shelter acknowledges the traditional custodians of the land where we meet and pay our respects to Elders past, present and emerging.



Artwork by Aboriginal artist Lani Balzan of the Wiradjuri people.
Commissioned in 2025 for use in Q Shelter Reconciliation Action Plan and used with the artist's permission.

SHELTER
Because home matters

Background

- Q Shelter funded to deliver a workforce attraction, retention and wellbeing program (2 years)
- Included a workforce survey (2024 and replicated in 2026)
- Resulted in data driven workforce wellbeing and attraction resources that were presented around the State
- Legacy tools and resources
- Insights into training needs, key wellbeing factors, drivers for leaving jobs
- Workforce demography.

Beyond Shelter: Hope, Homes, Futures.

A Bold Vision for 2045

Strategic Plan 2025 – 2045

VISION
Every Queenslander has a home

PURPOSE
We lead solutions that address unmet housing needs and prevent homelessness

GUIDING PRINCIPLES

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

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

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

IMPACT
We measure our success through the impact of our actions

STRATEGIC FOCUS AREAS

POLICY AND ADVOCACY
We influence policy, investment, program design and implementation success

CAPACITY AND CAPABILITY
We build capacity and capability to deliver solutions

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

VALUES Collaboration | Respect | Inclusion | Innovation

Relationship to our strategy as a peak body

SHELTER
Because home matters

SHELTER
Because home matters

Key findings: demography

- Dominated by people who identify as women
- Older than the public service workforce (42 versus 46 average age rising to 43.5 versus 47 in 2026)
- A high proportion indicate they have had lived experience of homelessness, the risk of homelessness or unmet housing needs at some time:
  - 39% - 2024
  - 41% - 2026
  - In 2026 one person said they were currently homeless: identified as female and First Nations.
- Home ownership, renting and salary levels.

Key findings: wellbeing, attraction and retention

Did they agree with this statement for them	2024	2026
I can switch off from work	66%	62%
My overall wellbeing at work is good	77%	69%
I have work-life balance	73%	69.5%
I am satisfied with my current role	80%	72.5%
I feel safe (physically and psychologically) performing my role	78%	75.7%
I have access to support and debriefing in the event of a critical incident	**80%**	**83.5%**
I get to take breaks	**82%**	**81.5%**
I can ask for help whenever I need it	**86%**	**84%**
My organisation is making a positive difference	**89%**	**88%**

Key findings: wellbeing

System level factors:

- Pay and conditions
- Job and funding security.

Most commonly cited other factors that influence wellbeing:

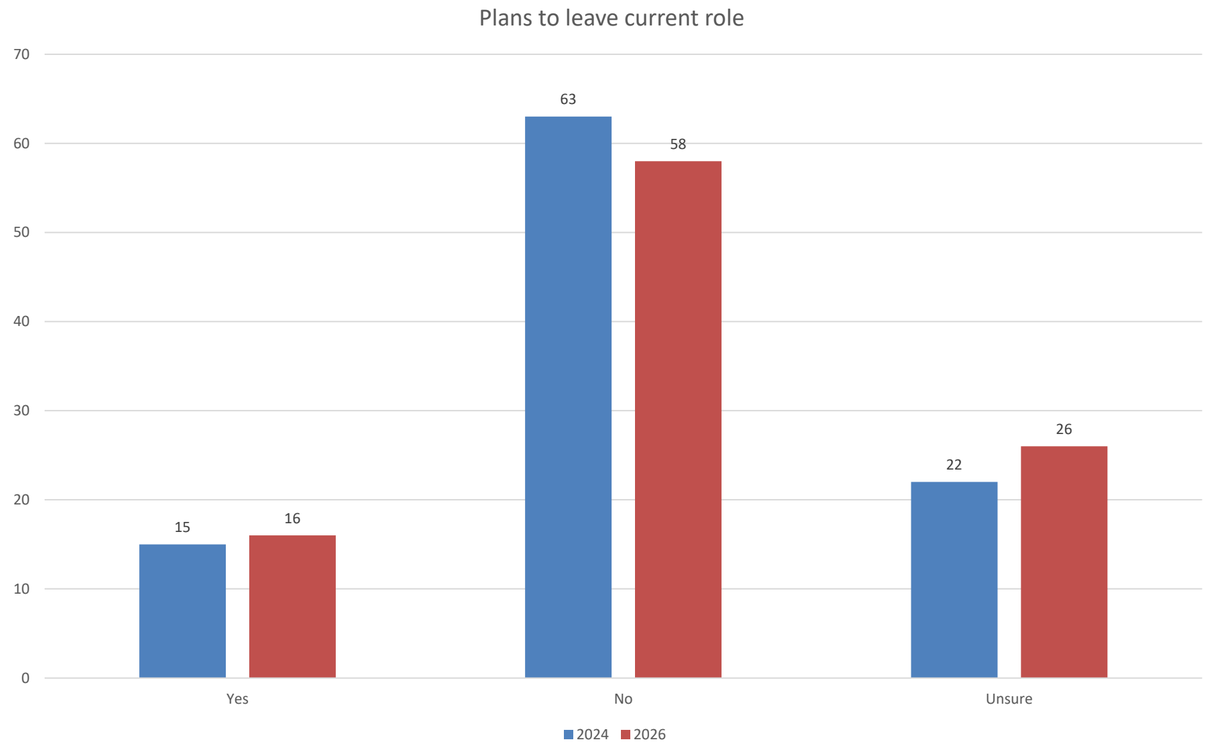
- Facilitating and sustaining a positive team culture
- Access to personal leave when I need it
- Work life balance
- Flexible working arrangements
- Feeling safe at work
- Timely assistance from a manager and regular supervision
- Training and professional development
- Access to critical incident debriefing
- Technology, tools and systems
- Clear policies and procedures.

Areas for improvement

Factor: did they agree with this statement for them	2024 (%)	2026 (%)
Opportunities for career progression	50	43
Having a plan to progress your career	55.6	55.5
Adequate induction	60	56
Opportunities to contribute to the organisation's future	67	63.5
Access to regular supervision	68	67.5
Having all the training needed to do the role	71	64

Recruitment and retention

Retention and recruitment	2024 (%)	2026 (%)
More difficult to retain staff	54	54
More difficult to recruit staff	43	50.5



Employment type

Employment type	2024	2026
Full time	52	84
Part time	23	10
Fixed term	19	1
Casual	5	3



- Significant increase in full-time employment
- Reduction in fixed-term contracts reflecting reforms
- Emerging question: What is driving more full-time employment?

Insights

- Invest in induction
- More access to supervision
- Amplify successes and impact and how people are contributing
- Invest in positive culture (teamwork, trust, autonomy)
- Consider new ways of helping people switch off after work
- Sustain efforts to help workforce be trauma-informed
- Provide support for lived experience workforce
- Safety
- Flexible working arrangements
- Training and professional development
- Technology, tools and systems
- Clear policies and procedures
- Career pathway planning.





Strategies to attract the workforce

- Improved pay and benefits
- Improved recruitment strategies
- Offering work-life balance
- Offering training and development opportunities
- Providing job security and stability, longer funding contracts
- Culture: transparency, communication, supportive work environment, recognition and appreciation, workload management, mental health and wellbeing measures
- Explain the impact we are having: making a difference, changing things for the better.



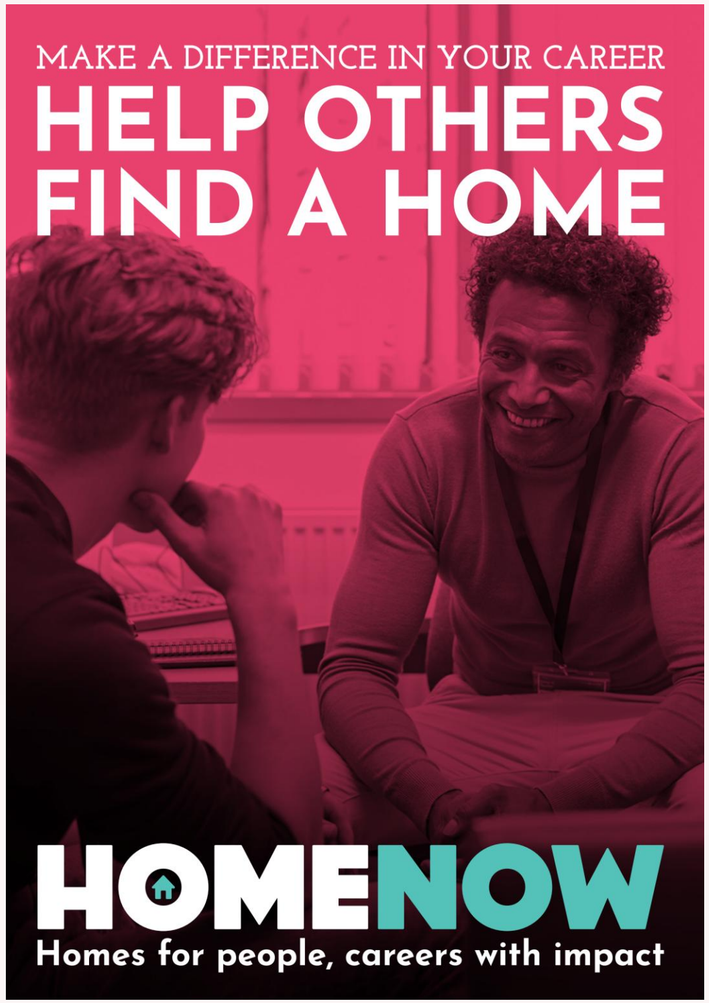
Q Shelter response

- Home Now and Well Now resources
- Thrive at Work Summit (annual)
- Workforce survey
- Lived experience community of practice
- Housing and homelessness sector induction training
- Micro-credentials:
  - Getting started in the homelessness sector
  - Getting started in the community housing sector.
- Leadership Lab – internal



Workforce Wellbeing, Attraction and Retention





WellNow and HomeNow are funded through the Workforce Connect Fund, powered by the Queensland Government's Good people.
Good jobs: Queensland Workforce Strategy 2022-2032."

QSHELTER

Because home matters

qshelter.asn.au