



# Capability Statement

## **Principle Contact**

Dr Alice Clark, Executive Director

Unit 44/81 Carrington Street  
ADELAIDE SA 5000  
P.O. Box 6207, Halifax Street, Adelaide SA 5000  
Tel: 08 8223 4077  
Email: [sheltersa@sheltersa.asn.au](mailto:sheltersa@sheltersa.asn.au)  
ABN: 39 617 527 109



# SHELTER SA – CAPABILITY STATEMENT

## Table of Contents

WELCOME FROM THE SHELTER SA CHAIRPERSON & EXECUTIVE DIRECTOR .....	3
WHO WE ARE .....	4
THE OBJECTS OF SHELTER SA INC .....	4
STRATEGIC PLAN .....	4
OUR UNIQUE VALUE PROPOSITION .....	5
OUR KEY PEOPLE .....	7
BOARD OF MANAGEMENT.....	8
OUR AREAS OF WORK .....	10
OUR AREAS OF HOUSING TENURE INTEREST .....	10
OUR SERVICES .....	11
OUR METHODOLOGY .....	11
OUR STANDARDS AND OUTCOMES .....	11
OUR NETWORKS .....	12
OUR MEMBER ORGANISATIONS .....	12
CURRENT COMMUNITY/GOVERNMENT ROLES.....	13
OUR WORKING PARTNERS PAST AND PRESENT .....	13
SNAPSHOT OF KEY PROJECTS AND ACHIEVEMENTS.....	14



The Shelter SA team (L-R) Alice Clark, Amanda Taylor & Sean Sheehy at the opening of Common Ground

## **WELCOME FROM THE SHELTER SA CHAIRPERSON & EXECUTIVE DIRECTOR**

Dear Reader,

Welcome to the Shelter SA Capability Statement. This document is intended to inform, interest and invite you to consider Shelter SA as a potential collaborator or partner and as a worthwhile organisation to invest your energies and resources. It also aims to give you an accurate assessment about the worth of joining us as a member and a supporter of our policy platforms, activities and advocacy through a range of mediums.

The Capability Statement provides you with a solid picture of our organisation and provides enough information to enable you to be certain that picking up the phone or knocking on our door will provide you with the information and assistance you require. In a time of limited funding opportunities the currency of ideas and sharing of innovation becomes vitally important and this is how the business of Shelter SA has been conducted successfully for the last 40 years. Shelter SA understands the realities of the context in which the sector operates. We are not a business in the pure sense but we know how to practice the principles of good business in order to achieve good social outcomes.

Affordable and secure housing is the cornerstone of a successful socially inclusive and economically productive South Australia and this is at the heart of the objects of Shelter SA. Regardless of ideals, we know very well that too many South Australians are homeless, living in housing stress or are subject to great disadvantage because of poor housing conditions. These are not new problems, but that is not to say we will give up. Shelter SA strives to lead, innovate and find ways to make society better. This Capability Statement reaches out into the government, non-government and private sectors to keep Shelter SA at the forefront of their thinking in their efforts to improve the wellbeing of South Australians.

Shelter SA adds value to the pursuit of a healthy civil society and the common good of our South Australian citizens.

Yours sincerely

**Paul Astley**  
Chair  
Shelter SA

**Alice Clark**  
Executive Director  
Shelter SA

## WHO WE ARE

Shelter SA is the peak body for housing in South Australia. Our vision is for every South Australian to have an affordable, safe and secure place to call home. Shelter SA has a wide remit of interests in housing demand and supply activity, policy, programs and research. We pride ourselves on our independence when it comes to research, advocacy and advice to governments and our collaborative approach when delivering outcomes with stakeholders and partners. As a member-based organisation, Shelter SA is very well connected in the community of housing interests and we have an open door to the thousands of South Australians on the diverse roads of their housing journeys.

Shelter SA operates in the very clear context of acknowledging that access to affordable, appropriate and secure long-term housing is the key to overall social well-being, and is critical to improving health and education outcomes for everyone and the prosperity of South Australia.

In 2017, Shelter SA will celebrate its 40<sup>th</sup> birthday. Shelter SA was incorporated in 1977 under the Associations Incorporation Act of South Australia and has succeeded to thrive through many government and policy changes, both State and Federal. In 1999, Shelter SA secured the first of its three year funding terms from the South Australian Government and has successfully held and managed all its deliverables and governance requirements since that time.

Shelter SA is a not for profit organisation governed democratically by a Board elected from its membership. Major reviews of our Constitution occurred in 1997, 2003 and 2012. Our finances are subject to an external annual audit and we have in place robust financial management policies and procedures to ensure we are transparent and publicly accountable for our operations.

## THE OBJECTS OF SHELTER SA INC

- To promote and maintain the right of every person to access affordable, safe and secure long term housing that they identify as appropriate to their needs.
- To promote and maintain the right of every person to housing of a quality which enhances people's health, well-being, dignity and life opportunities.
- To promote the benefits of public and community housing in the community and all spheres of government.
- To publish, research, collect or otherwise disseminate information on matters relating to the provision of housing, particularly for people on low to moderate incomes.
- To establish, support, resource and coordinate non-government organisations and agencies with similar interests and objectives to the Association.
- To promote opportunities for members of the community to access housing provision free from discrimination as a result of factors such as age, gender, ethnicity, health status or disability.
- To promote and support consumer and community participation in decision making in relation to their housing and to promote access to avenues of appeal across all housing tenures.
- To do all such other things as may be incidental to the attainment of these Objectives.

## STRATEGIC PLAN

Please follow this link to read the [Shelter SA Strategic Plan 2016-2018](#).

## OUR UNIQUE VALUE PROPOSITION

Shelter SA commits to providing high quality research, projects, education and advocacy in the pursuit of improving housing for all South Australians. We back our commitment with a successful history of delivering high quality outcomes. Our well-honed tools include project design and management; research and discussion papers written for diverse readerships; professional and community events; broad based and social media communications and campaigns; responsive and constructive advocacy and effective working relationships with key stakeholders.

Our energies and resources focus on social purpose and good social outcomes. Affordable housing is one of the most important quality of life factors for all South Australians. Shelter SA understands the importance of access to key policy makers for all people who need affordable housing. We are a direct conduit between politicians, decision-makers and citizens through our working relationships and a range of events where we gather public opinion, views and evidence about the needs, issues and problems of housing as well as the solutions that are working well.

We understand that capital and non-capital assets are necessary to deliver affordable housing, appropriate crisis accommodation and services. Our recent CapitalAsset efforts to attract social investment into housing and to mobilise the people, groups and communities with a vested interest in good social outcomes are gathering momentum.

Shelter SA's value to South Australia's government, non-government and private sectors can be summarised as follows:

- We regard the housing market place and its constituents as far more diverse than home building and owning and therefore bring to the table a view that incorporates the needs of marginalised people and a realistic scope of issues.
- Shelter SA has a working knowledge of the private rental market, social housing, crisis accommodation, residential parks, caravan parks and motels - all of which can provide safe and secure housing in response to varying needs and therefore can get to the core of issues more quickly.
- We advocate for improving all aspects of the housing system and related policy, legislation and service delivery where people find themselves disadvantaged through social, economic and health circumstances and in doing so provide policy setters, decision makers and funders with a true representation of how affordable housing intersects with people's lives.
- Shelter SA has a forty-year history of working with and responding to all areas of demand and supply of housing in South Australia and nationally and therefore is well credentialed in taking up new projects, collaborations and partnerships.
- We consider a wide range of housing issues and then scrutinise those that align with our objects and which can benefit from our leadership or participation and fall within our scope of capacity and capability and in taking this approach we increase the chance of success.
- Shelter SA provides active and contemporary access to on-the-ground information and input from individuals and organisations that work in key housing areas and thereby we maximise the chances of realising projects, ventures or campaigns accurately and minimising the effects of unseen factors.



## OUR KEY PEOPLE

Shelter SA is proud to introduce our small but high-functioning team, together we achieve a prolific body of work each year that represents more than the sum of our parts.

**Dr Alice Clark**, Executive Director [alice.clark@sheltersa.asn.au](mailto:alice.clark@sheltersa.asn.au)



Alice commenced at Shelter SA in 2011 and brings a wide range of skills to Shelter SA, well-suited to policy and advocacy work. With a background predominantly in the community services sector, Alice is also a nationally and internationally published author who has also worked for the SA State Government and as a research only academic at the University of South Australia. Alice's research background provides strength to the evidence based policy analysis Shelter SA undertakes in both qualitative and quantitative methods, including community engagement. Alice is passionate about social justice in terms of how social policies impact people's lives, particularly for children and those living on low incomes.

**Amanda Taylor**, Stakeholder Engagement Manager [amanda.taylor@sheltersa.asn.au](mailto:amanda.taylor@sheltersa.asn.au)



Amanda has worked at Shelter SA since mid 2013. Amanda provides assistance and support to the Executive Director including overseeing the operations of the office. Amanda liaises with stakeholders, members, supporters, government and non-government organisations. She was also instrumental in the development and launch of the National Shelter Reconciliation Action Plan and manages the production and publication of the regular Housing Matters e-bulletin. Her career reflects many years in administration, program management and quality improvement training.

**Bonnie Keates**, Projects and Events Officer [bonnie.keates@sheltersa.asn.au](mailto:bonnie.keates@sheltersa.asn.au)



Bonnie Keates is Shelter SA's new Projects and Events Officer. Having recently graduated from UniSA with a Bachelor of Health Science, Bonnie brings a unique understanding of health, project management and community development to Shelter SA. In 2016 Bonnie successfully completed her student placement with us and was part of the Homeless Connect Expo Team last year, a great foundation to organise future events at Shelter SA.

## BOARD OF MANAGEMENT

**Paul Astley, Chair**



Paul holds a BA in accounting and his key strengths are in combining strong financial skills with an ability to lead and motivate people in achieving company goals and objectives. Paul has led project teams with a major focus on the development of individuals. Professionally, his expertise and responsibilities have included corporate accounting, finance and information technology.

**Patrick Kukla, Deputy Chair**

Towards Independence is a network of services run by the Salvation Army delivering social programs which assist homeless single adults throughout the Adelaide central and metropolitan area. Patrick has worked for Towards Independence both as a counsellor and in his current role as a team leader. He is responsible for a seventy bed transitional supported accommodation and counselling program (known as Supported Accommodation and Recovery Services East) which employs both in-centre and outreach counselling and support staff. This program services around one hundred and thirty clients every year assisting them to long term and stable accommodation and case managed outcomes.



**Mel Blondell, Treasurer**



Mel has many years of corporate experience in human resource management, leadership and senior management roles. Mel is the Managing Director of Red Seed productivity strategists and is passionate about improving organisational productivity through the development of human capital. She supports the strategic outcomes of an organisation by providing sustainability and high performance through people practices. Her areas of expertise are in organisational and culture development, change management, productivity improvement, industrial relations, enterprise bargaining agreements and employment law.

**Julie Duncan, Secretary**



Common Ground works to reduce homelessness through the provision of stable affordable housing and supporting vulnerable people in our community. Julie’s work involves overseeing the day to day running of Common Ground across property, tenancies, marketing and stakeholder relations, governance and budget management. Julie has worked in policy, advisory and management roles across government, community housing, crisis accommodation, and carer support. Julie holds qualifications in housing management, and urban planning, and has a strong interest in housing affordability.

**Fiona Kelly**

Fiona has many years experience in management and executive level positions across disability, health, justice, community and corporate sectors. She commenced her career as a psychologist in the disability sector to assist people to live in the community with dignity. She transitioned into government services moving into management and leadership roles. Fiona is currently General Manager of Uniting Care Wesley Bowden. This role has seen her lead a diverse array of community based services and she is responsible for a workforce of volunteers and employees. Fiona’s career has been characterised by strong, influential, values-based leadership.



**Tom Earls, Public Officer**



Tom Earls is a founding partner of Fair Work Lawyers, a boutique law firm that specialises in employment, industrial relations and construction related matters. Previous to this, Tom worked for the Master Builders’ Association, providing legal and strategic advice, as well as lobbying government at all levels. Tom has served on a variety of boards and committees and is well acquainted with political processes, having served as an advisor to the Federal government.

**John Smith**

John Smith has a Bachelor of Science (Biology with Psychology Major) and Bachelor of Social Administration, both from Flinders University. John has worked professionally in the community services sector in South Australia for State Government and non-government agencies and retired from full time work in May 2015. John has a strong interest in social justice, empowerment and advocating for improving services and the quality of life of disadvantaged people.



## OUR AREAS OF WORK

Shelter SA has operated successfully in the following areas and has an ongoing interest and watching brief in their housing and service needs, policy and program developments as follows:

- Aboriginal and Torres Strait Islander peoples
- Refugees and Asylum Seekers
- Culturally and linguistically diverse groups
- Women and families affected by domestic violence
- At risk children and young people
- People living with disability, substance misuse, mental health issues and chronic illness
- Low income households and communities in areas of high social disadvantage
- Regional and rural South Australia
- Housing issues that require a range of support services



**Mr. Andrew Davis, Shelter SA (ex)Chair with Minister Zoe Bettison at the Shelter SA AGM, 2015.**

## OUR AREAS OF HOUSING TENURE INTEREST

- Affordable housing
- Private rental market
- Crisis accommodation for all genders and ages
- Supported Residential Facilities
- Residential parks
- Caravan parks
- Rooming houses
- Public and community housing
- Private rental accommodation
- Retirement villages

## **OUR SERVICES**

- Research and consultancy
- Sector development
- Inter-organisation facilitation
- Policy analysis
- Develop housing concepts, ideas and innovations
- Provide information and advice on housing policy and services
- Development and facilitation of housing related workshops
- Evaluation of housing programs
- Desk top and literature reviews and research
- Data evaluation
- Discussion and position papers
- Community consultation
- Workshop facilitation
- Staging housing events
- Media and social media
- Strategy and campaigns

## **OUR METHODOLOGY**

Shelter SA applies an action participatory methodology which adheres to the community development principles of:

- Stakeholder engagement and public participation
- Ownership - stakeholders and members are actively involved in decision-making and have ownership of the organisation's activities
- Empowerment
- Lifelong learning
- Inclusion
- Access and equity
- Social action
- Advocacy
- Networking linking

## **OUR STANDARDS AND OUTCOMES**

- Shelter SA is accredited under the Australian Service Excellence Standards (ASES), only the second peak body in SA to achieve accreditation;
- Forty year history of being continually incorporated in the Associations Incorporation Act of South Australia;
- Applies high level standards of practice, confidentiality and ethics to all activities and relationships;
- Adopts quality management practices in its operations and projects including evaluation of key works; and
- Prioritises responding to service feedback and follow up.

## OUR NETWORKS

Shelter SA is linked with a wide range of individuals and organisations interested in housing at the state and federal level, tertiary institutions, research bodies and academics with an interest in housing including the Centre for Housing and Urban and Regional Planning (CHURP) and the Southgate Policy Club at Flinders University. We work with organisations interested in social investments, capital assets, child and family services and a large network of other housing, health and welfare peak bodies. The information we produce and our advice on housing issues is consistently sought by a diverse range of organisations and individuals. Our mailing list has grown to over 1,200 contacts and we increasingly use social media to widen our reach.

## OUR MEMBER ORGANISATIONS

Shelter SA's knowledge capital, information sources, data and evidence come from a diverse range of 'housing active' individuals, government and non-government as well as private sector organisations. Shelter SA is a member and National Council member of National Shelter, serving on the Executive Committee as Chairperson. Shelter SA is a sitting member of the South Australian Human Services Peaks Forum comprising the heads of Government and non-Government peak bodies. Shelter SA has a reciprocal non-fee based understanding and working relationship with several other peak bodies and collaboratively pursues commonly agreed social and health objectives and outcomes for South Australians with them. Please follow the link to the most recent Shelter SA Annual Report to see our listing of current member organisations: [Member organisations](#)



**Katrine Hildyard, Member for Reynell, Parliamentary Secretary to Jay Weatherill opens the Shelter SA Homeless Connect Expo 2015**

## **CURRENT COMMUNITY/GOVERNMENT ROLES**

Chairperson, National Shelter

Member, National Shelter Council

CHURP Reference Group

Chair, Regulation and Accountability Working Group, Human Services Partnership Forum

Partner Investigator, Flinders University Refugee Housing Research Project

Adelaide University Arts Intern Host/Supervisor

Member, Southern Housing Round Table

Member, Children's Strategic Action Round Table

## **OUR WORKING PARTNERS**

- Local governments
- Consumer and Business Services
- Liquor Licensing Commissioner
- SAPOL
- Ministers, Shadow Ministers, Members of Parliament
- Commonwealth Department of Social Services
- Department of Premier and Cabinet
- Department of Communities and Social Inclusion
- Exceptional Needs Unit
- South Australian regional and rural services
- Equal Opportunities Commission
- Supported Residential Facilities
- Aboriginal Legal Rights Movement
- Housing Registrar of SA
- QATTRO builders and developers
- HASSELL
- Social Enterprise Finance Australia
- Social Ventures Australia
- Homelessness SA
- Housing, homelessness and domestic violence roundtables
- Homelessness Australia
- Council for Homelessness Persons Victoria
- Community Housing Council SA
- Community Housing Industry Association
- National Association of Tenant Organisations
- Powerhousing
- Housing Legal Clinics
- Property Council SA
- Landlords Association
- Community Legal Centres
- Tenant Unions in Victoria and New South Wales
- Tenant Information and Advocacy Service
- Various resident and tenant groups
- South Australian Residential Parks Residents Association
- Migrant Resource Centre
- Don Dunstan Foundation
- Streetsmart
- The Big Issue
- Mercy Foundation

## SNAPSHOT OF KEY PROJECTS AND ACHIEVEMENTS

- Instrumental in the development of Homelessness SA
- Researched and workshopped the introduction of Social Impact Bonds in SA in 2015
- First peak body in South Australia to achieve a Reconciliation Action Plan endorsed by Reconciliation Australia in 2013
- Commended by the Minister for Aboriginal Affairs for inspiring State Government departments to develop Reconciliation Action Plans
- Completed a Regional Engagement Strategy in 2015/2016 which included consultations and workshops in Berri, Port Augusta and Port Lincoln and resulted in reports to inform government of the housing issues and challenges facing regional South Australians
- Work with capital asset owners, developers and investors to revitalise idle assets for the purpose of affordable housing in a State wide program of work
- Secured a range of State and Commonwealth Grants
- Tent City Campaign, Victoria Square 2001
- Annual Homelessness Expo in Whitmore Square
- Contribute to the Commonwealth States Housing Agreement (CSHA) and the State Housing Plan
- Have a state of the art social media strategy and approach to engagement, communication, campaigning and advocacy using internet, Facebook, Twitter as well as applying new software for the reporting of a peak body's activities
- Produced 11 YouTube videos
- Successful community radio show "Housing Matters" 2014
- Parity magazine – Launch of Volume 8 Issue 9 November 2015 "Responding to Homelessness in South Australia", guest editor, reference group Chairperson and key contributor – 54 articles by leading state and national contributors
- Sessional lectures to university students in property, architecture and pharmacy
- Contribute to the National Rental Affordability Index released by National Shelter in 2015
- Sit on the South Australian Government's Human Services Peaks Forum and Chair Working Group 5 looking at government regulation and accountability
- Lead role in engaging federal politicians about housing in the National Day of Action in Canberra in 2015 and 2016
- Advocacy around the National Partnership Agreement on Homelessness 2014, 2015 and current, brought together major parties in a bipartisan approach
- Develop and launch the National Shelter Reconciliation Action Plan
- All Shelter SA staff and Board have cultural competence training
- Participate in the SA Government budget lock up annually
- Respond to housing issues on television, radio, print and social media
- Assisted expedition of Federal Government payments outstanding to South Australian providers of National Rental Affordability Scheme properties
- Provided policy context for Adelaide City Council parklands rough sleeper and dry zone issues
- Critique and advice about ethics and statistical validity of the Rough Sleeper Count

- Implemented the Aboriginal Advisory Panel to inform Shelter SA on housing and homelessness issues of Aboriginal people, their families and communities
- Launch of CapitalAsset which is a bold, ethical and socially responsible innovation in housing
- Develop and launch Pickle App based on recent research and community sector consultation. Designed to connect young people who are experiencing homelessness, at risk of homelessness, or in unsafe situations, to the nearest possible community service organisation
- Re-awarded the Australian Service Excellence Standards (ASES) Certificate 2017-2020