

Shelter SA Strategic Plan 2014– 2015

Shelter SA' Vision

Shelter SA's vision is for all South Australians to have an affordable, safe, secure and appropriate place to call home.

Shelter SA's priority policy areas for 2014-15:

- Influencing Federal and State Government policy and funding for housing and homelessness;
- Increasing the supply of affordable and social housing;
- Exploring the challenges and opportunities associated with social impact bonds relevant to our stakeholders;
- Policy and issues that affect people living on low incomes in all housing tenures including, but not limited to, Aboriginal people; and
- Developing and maintaining strong relationships with stakeholders to influence policy-makers and systems.

Purpose – the Objects of Shelter SA:

- Facilitating the right of every person to access affordable, safe and secure long term housing that they identify as appropriate to their needs.
- Promoting and maintaining the right of every person to housing of a quality that enhances people's health, well-being, dignity and life opportunities.
- Promoting the benefits of public and community housing.
- Publishing, researching, collecting or otherwise disseminating information on matters relating to the provision of housing, particularly for people on low to moderate incomes.
- Supporting non-government organisations and groups with similar interests and objectives to Shelter SA.
- Promoting opportunities for South Australians to access housing provision free from discrimination as a result of factors such as age, gender, ethnicity, health status or disability.
- Promoting and supporting public participation in Shelter SA activities and policy development in keeping with the principles of community development, in decision-making about housing and in promoting access to avenues of appeal across housing tenures.
- To do all such other things as may be incidental to the attainment of these commitments.

Our Stakeholders:

are people, groups, or organisations that have a vested interest in Shelter SA's activities and outcomes. Shelter SA's stakeholders include:

- Shelter SA members, Board members and Branch members;
- People living on low incomes and households in all tenures;
- Providers of services to people who are homeless and/or living in unaffordable, inappropriate or inadequate housing;
- The people who develop and implement public policy and programs, politicians and public servants;
- The general public; and
- Organisations that contribute to research and discussion of public policy issues, such as university research centres and other peak bodies.

Shelter SA will:

- Produce work that is relevant, rigorous, of high quality and credible relating to current and emerging policy and public interest in housing for low and moderate income and disadvantaged households.
- Communicate effectively and efficiently with stakeholders.
- Work in partnership with other non-government sector organisations, government and business organisations, where appropriate.
- Provide opportunities for people living on low incomes to participate in Shelter SA's work where appropriate, to achieve better and more responsive housing policy and services.

Objectives

Objective 1: Facilitate effective government, business and non-government sector responses to housing need and homelessness

1. Advocacy and policy development related to the Commonwealth's involvement in and responsibility for the national housing system and related funding, including the National Affordable Housing Agreement and the National Partnership Agreement on Homelessness through research, policy development, submissions, and participation in government and non-government committees, liaison with the media and politicians.
2. Maintain and develop our relationships with others (including government ministers and agencies, academics, non-government organisations and consumer advocacy groups) to ensure our advocacy work is relevant, timely and effective.
3. Participate in the National review of affordable housing and homelessness with National Shelter and from a South Australian perspective.
4. Extend the impact of our policy work by using new and different channels of communication and engagement.

Objective 2: Engage the Shelter SA membership and providers of specialist homelessness services to shape the future and inform our advocacy work

1. Conduct workshops and events to elicit and accurately record the views, questions, advice of members and other stakeholders to provide information to the Minister for Social Housing, Housing SA, Department for Communities and Social Inclusion and State Government.
2. Enhance our use of social and traditional media to enable greater public participation in Shelter SA's work.

Objective 3: Explore alternative models of funding social and affordable housing

1. Host an Adelaide University Arts Intern student to explore the challenges and opportunities related to social impact bonds during 2014 to reach a clear position on the use of bonds for homelessness services and peaks.
2. Hold an event for stakeholders in 2015 including individuals from the academic, business, government and community sectors to explore the opportunities and challenges for social and affordable housing and homelessness offered by social impact bonds, corporate social responsibility and measuring social return on investment.
3. Develop a value proposition for Shelter SA.
4. Assist State Government in the development of a methodology to measure improvement in homelessness.

Objective 4: A dynamic organisation capable of achieving our objectives

1. Strengthen governance arrangements to provide accountability and to support the role of the Board.
2. Develop staff capabilities to achieve the objectives of the Strategic Plan.
3. Manage risk.
4. Work openly with our funders to ensure realistic and effective delivery of outputs.
5. Work to broaden the financial base of the organisation and seek diverse income sources.
6. Enhance the capacity of our information and communication technology systems.
7. Utilise key performance indicators to monitor the impact of our work.

Implementation Staff will implement the strategic plan via an operational plan. The principles of community development are used as a framework for Objectives 1 to 3 above. In the Operational Plan, staff will develop the detail required to achieve each objective.

Reporting Shelter SA will measure its effectiveness against the four objectives in this Strategic Plan according to the Operational Plan and associated key performance indicators, individual work plans and Service Agreement data and outputs, with regular reporting to the Shelter SA Board.

***Strategic Plan adapted from Shelter NSW Strategic Plan with permission.**