



Capability Statement

Principal Contact

Dr Alice Clark, Executive Director

P.O. Box 6207, Halifax Street, Adelaide SA 5000

sheltersa@sheltersa.asn.au

ABN 39 617 527 109

©Shelter SA 2021



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.....	7
OUR KEY PEOPLE	9
BOARD OF MANAGEMENT.....	9
OUR AREAS OF WORK	11
OUR AREAS OF HOUSING TENURE INTEREST	12
OUR SERVICES	13
OUR METHODOLOGY	13
OUR STANDARDS AND OUTCOMES	13
OUR NETWORKS	14
OUR MEMBER ORGANISATIONS	14
CURRENT COMMUNITY/GOVERNMENT ROLES.....	15
OUR WORKING PARTNERS PAST AND PRESENT	15
SNAPSHOT OF KEY PROJECTS AND ACHIEVEMENTS.....	16

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 contacting us 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 43 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 to achieve good social outcomes.

Affordable and secure housing for people living on low incomes 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 experiencing homelessness, living with 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 living on low incomes.

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

Yours sincerely

Paul Astley
Chairperson
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 living on a low income 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 living on low incomes 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 people living on low incomes and the prosperity of South Australia.

In 2017, Shelter SA celebrated its 40th 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. In March 2020, Shelter SA was advised that the State Government would no longer provide block funding. Since that time we have worked hard to ensure that our organisation can continue, through working closely with our members.

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, 2012, 2019 and 2020. 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

The Association is formed with the principal object of working towards benevolent relief of poverty, distress and disadvantage by individuals and families in South Australia by:

- Promoting and maintaining the right of people living on low incomes and in need of benevolent relief to access affordable, safe and secure long-term housing that they identify as appropriate to their needs.
- Promoting and maintaining the right of people living on low incomes and in need of benevolent relief to housing of a quality which enhances people's health, well-being, dignity and life opportunities.
- Promoting the benefits of public and community housing in the community for people living on low incomes and all spheres of government.
- Publishing, researching, collecting or otherwise disseminating information on matters relating to the provision of housing, particularly for people living on low incomes, for public benefit and the relief of housing poverty.
- Establishing, supporting, resourcing and coordinating non-government organisations and agencies with similar interests and objectives to the Association.

- Promoting opportunities for disadvantaged 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.
- Promoting and supporting consumer and community participation in decision making in relation to housing for people living on low incomes and to promote access to avenues of appeal across all housing tenures.
- Doing all such other things as may be incidental to the attainment of these Objectives.

The Association is a non-profit organisation operating to achieve the above benevolent purposes.

STRATEGIC PLAN

Please follow this link to read the [Shelter SA Strategic Plan 2018-2020](#).

OUR UNIQUE VALUE PROPOSITION

Shelter SA commits to providing high quality research, projects, education and advocacy in the pursuit of improving housing for South Australians living on low incomes. 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 South Australians living on low incomes. Shelter SA understands the importance of access to key policy makers for South Australians living on low incomes who desperately 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 for people living on low incomes, appropriate crisis accommodation and services. Our recent CapitalAsset efforts to improve the use of land by not for profit organisations 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 marketplace 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 people living on low incomes 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 for people living on low incomes 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 for people living on low incomes intersects with people's lives.
- Shelter SA has a forty-three year history of working with and responding to all areas of demand and supply of housing for people living on low incomes 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 affecting people living on low incomes 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. 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.

- We differ from 'single view point' facilitation or service provision in that our networks draw on wide and diverse knowledge and skills which add better inputs, a balanced perspective and integrity to our work.
- Shelter SA is forward looking about its constituency, its needs and the technology and communication strategies of how to engage with them, making us relevant for many demographics, age, gender and cultural groups.



Uncle Moogy and the Talkinjeri Dance group at the 2017 Shelter SA Homeless Connect Expo

OUR PEOPLE

STAFF



Dr Alice Clark, Executive Director
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 worked for 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.

BOARD OF MANAGEMENT



Paul Astley, Chairperson

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.



Michael George, Treasurer

Michael has many years of corporate experience in professional services and across the commercial sector. Michael holds a Bachelor of Commerce and Finance from the University of Adelaide and is also a Chartered Accountant. He currently is a Senior Manager within the assurance division at Ernst and Young. The role has seen him coordinate resources in an effective manner to achieve a desired outcome. Professionally, his areas of expertise include financial reporting, process improvements and assurance services.



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.



Clare MacAdam

Clare is an experienced Marketing Strategist and Fundraiser with more than 25 years working in both the corporate and not for profit sectors. She has held national roles in community welfare, environment, the arts and education, working from bases in Victoria, New South Wales, ACT and Queensland. She is currently working with Baptist Care SA in a senior executive role.

Clare has significant expertise as a Board Director for not for profits, specialising in Governance and Strategy. She is the immediate past Chair of Junction Australia and has just concluded a three-year term on the Board of Alzheimer's Australia SA.



Rob Edwards

Prior to his retirement in 2016, Rob was Divisional Manager, Workers Compensation Services with Jardine Lloyd Thompson (JLT) primarily managing the Local Government Association Workers Compensation Scheme (LGAWCS).

Rob's work experience is diverse and essentially within human resource/human service functions, and includes experience in the fields of education, health, taxation, state and local government. He has also worked in commercial law and Department of Premier & Cabinet.



Joanne Fox

Joanne is an accomplished human resources executive with significant experience in global ASX 100 companies such as Faulding, Mayne Group and Santos. Joanne is currently Chief HR Officer for Santos, one of the leading independent oil and gas producers in the Asia-Pacific region, supplying the energy needs of homes, businesses and major industries across Australia and Asia. MBA qualified with additional post graduate qualifications, she is a Graduate of the Australian Institute of Company Directors and a Fellow and past Council member of the Australian HR Institute.



Greg Black

Greg Black is currently the Chairperson of the Board of William Light Education and the Chief Executive Officer of the Australian College of the Professions. Previous roles include the Chief Executive Officer of the South Australian Housing Trust and the Chief Executive of the Department of Housing in Western Australia. Greg has also held senior positions in Western Australia, South Australia and nationally in education.



Michelle Gander

Michelle has worked in higher education for over twenty years in Australia and the United Kingdom as an academic and manager. She specialises in strategy development and implementation related to curriculum, e-learning and student success, corporate service provision, and change management. She has published in the areas of career development and organisational gender equity, is a Chartered Manager, Fellow of the Institute of Managers and Leaders and has a doctorate in organisational behaviour.



Lyn Guerin

Lyn has extensive executive experience in the public sector where she built a broad set of capabilities in strategy, policy, governance, project and program delivery, stakeholder management, intergovernmental relations, business improvement and organisational change. She currently leads policy, strategy, evaluation, service and business development services at Baptist Care SA.

Lyn has a Bachelor of Arts (Arts Management) and is an alumni of the Australian New Zealand School of Government (ANZSOG) Executive Master of Public Administration and Executive Fellows Program.

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 people
- 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



Nat Cook MP, Paul Astley Shelter SA Chairperson and Dr Alice Clark at the Shelter SA AGM, 2018.

OUR AREAS OF HOUSING TENURE INTEREST

- Affordable housing for people living on low incomes
- 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
- 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
- Develop housing concepts, ideas and innovations
- Provide information and advice on housing policy and services
- Development and facilitation of housing related workshops
- Strategy and campaigns



Dr Alice Clark presenting at the Australian Centre for Social Innovation Open State Event 2017

OUR METHODOLOGY

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

- Stakeholder engagement and public participation
- 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-three 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 affecting people living on low incomes is consistently sought by a diverse range of organisations and individuals. Our mailing list has grown to over 1,300 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 of, and National Council member of, National Shelter, and Alice serves on the Executive Committee as Chairperson. Shelter SA was a sitting member of the previous State Government's South Australian Human Services Peaks Forum comprising the heads of Government and non-Government peak bodies. Shelter SA has a reciprocal 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](#)

CURRENT & PREVIOUS 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 Human Services
- Exceptional Needs Unit
- South Australian regional and rural services
- Equal Opportunity 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
- Council for Homelessness Persons Victoria
- Community Housing Council SA
- Community Housing Industry Association
- National Association of Tenant Organisations
- Tenant Unions
- Powerhousing
- Property Council SA and Australia
- Landlords' Association
- Community Legal Centres
- Various resident and tenant groups
- South Australian Residential Parks Residents' Association
- Australian 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
- Initiated 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
- During 2016/2017 visited Mount Gambier and Victor Harbor to achieve regional engagement
- 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
- 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
- Sat on the South Australian Government's Human Services Peaks Forum and Chaired 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 Cultural 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
- Developed and launched 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 2020-23



Dr Alice Clark presenting at Open State #bigideasa with Tim Horton, Adrian Pisarski, David Homburg, Sarah Agar and Emma De Jager