



Capability Statement

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SHELTER SA – CAPABILITY STATEMENT

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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. We aim to provide you with an accurate assessment of the worth of joining us as a member and a supporter of our policy platforms, activities and advocacy through a range of mediums. We also invite you to consider Shelter SA for any consultant activities that fit with our expertise, skills, networks and knowledge.

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 forty-six years. Shelter SA understands the realities of the context in which the housing system operates. We are not a commercial 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 that too many South Australians are experiencing homelessness, living with housing stress or are subject to great disadvantage because of poor housing conditions. These problems are not new, but we will not 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 people who are interested in housing and we have an open door to work on systems that affect 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.

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 1989, Shelter SA secured the first of its funding contracts 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. It was acknowledged by State Government that there were no performance issues, having passed a performance appraisal at that time and continuously being accredited under the Australian Service Excellence Standards.

Since then we have worked hard to ensure that our organisation can continue, through working closely with our members who confirmed that they value Shelter SA highly and the great need for our housing system advocacy.

Shelter SA is a not for profit organisation and a registered charity, 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:

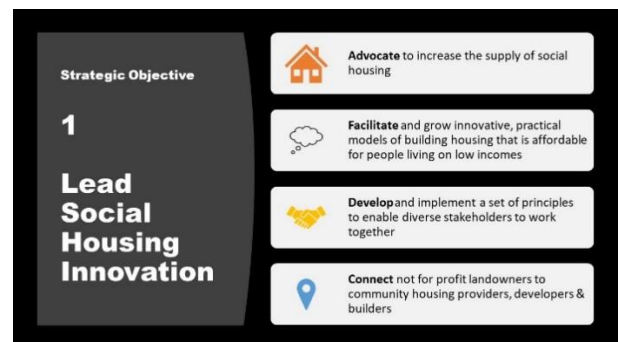
- Promoting and maintaining the right of people living on low incomes and in need of benevolent relief to access affordable, safe and secure long-term housing that they identify as appropriate to their needs.
- Promoting and maintaining the right of people living on low incomes and in need of benevolent 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

Read the [Shelter SA Strategic Plan 2021-24](#).



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 capabilities include project design and management; research and discussion papers written for diverse readerships; professional and community events; broad based media 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 and influence upon key policy makers to benefit 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. We have been researching ways to improve the use of land by not for profit organisations, alternative financial models to increase the supply of low income and rental housing, modular dwellings and working with private capital to mobilise the people, groups and communities with a vested interest in good housing outcomes.

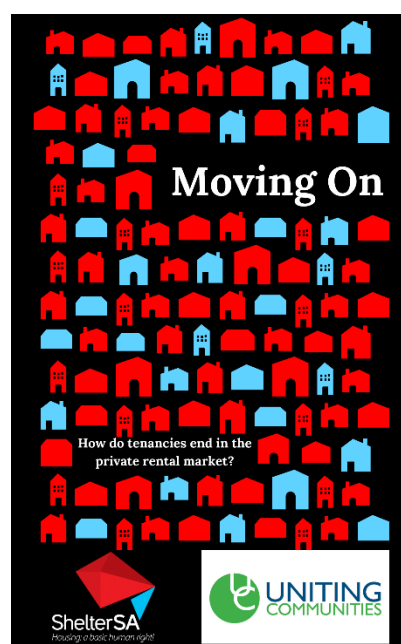
Shelter SA's value to South Australia's government, non-government and private sectors can be summarised as follows:

- 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 with 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 makers, decision makers and funders with a true representation of how housing affordability affects people living on low incomes and the intersection with people's lives.
- Shelter SA has a history, over more than forty years, 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 needed to engage with them, making us relevant for many demographics, ages, genders and cultural groups.



OUR PEOPLE

STAFF



Dr Alice Clark, Executive Director

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 in both qualitative and quantitative methods, including community engagement. Alice is passionate about social justice and how social policies impact people's lives.

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

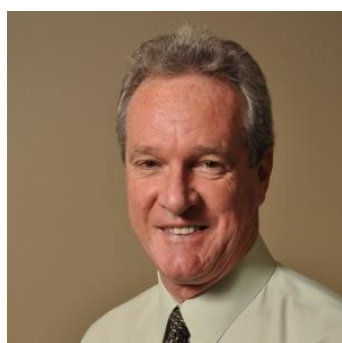
Tom Earls is a founding partner of Fair Work Lawyers, a boutique law firm that specialises in employment, industrial relations and construction related matters. Previously, Tom worked for the Master Builders' Association, providing legal and strategic advice, as well as lobbying government at all levels. 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.

BOARD OF MANAGEMENT (CONTINUED)



Susan Baker

Susan is an experienced executive specialising in people and change projects. She is co-owner of the successful Adelaide-based community engagement business, Gould Thorpe Planning Pty Ltd. Susan's experience includes over 20 years in human resource and change management in large ASX listed companies. She started her career in federal government and has a strong commitment to strategic policy development, shown by her current study towards Master of Applied Economics. Susan is a graduate of the Australian Institute of Company Directors.



Rob Edwards, Secretary

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.



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.



Lyn Guerin, Deputy Chairperson

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.

BOARD OF MANAGEMENT (CONTINUED)



Julie Durand

Julie is an accomplished executive with a range of experience in both the public and private sectors of the housing and development industries. Julie is currently State General Manager for a private national builder, and has previously worked in senior management roles with the State Government's Urban Renewal Authority (Renewal SA). Julie has extensive experience in general management, strategic planning, marketing and communication, stakeholder engagement and project management. She is a graduate of the Australian Institute of Company Directors and holds Bachelor Degrees in Commerce and Arts.



Rosalie Pace

Rosalie has significant management experience in the community services industry in the public, private and not-for-profit sectors in South Australia. Rosalie has held senior leadership positions and has worked in local, state and national roles. Rosalie is experienced in governance, strategic thinking, performance management, process improvement and sustainability. Rosalie's knowledge of age care, youth homelessness, child protection and residential care show her passion for working in the community sector, to have impact and make a difference for the future.

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

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



Pictured Above L-R, Susan Baker, Paul Astley, Minister Nat Cook, Alice Clark, Greg Black, Michael George, Tom Earls at the 2022 Shelter SA Annual General Meeting.

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



Pictured Above the Housing Security for Older Women Taskforce with Alice Clark and Minister Nat Cook.

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 year plus 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. 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 1,500 subscribers and we use mainstream and social media to widen our reach.

OUR MEMBER ORGANISATIONS

Shelter SA's knowledge capital, information sources, data and evidence comes 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 served on the Executive Committee as Chairperson for six years up to 2021. 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 view the most recent [Shelter SA Annual Report](#) to see our listing of current member organisations.

CURRENT & PREVIOUS COMMUNITY/GOVERNMENT ROLES

Chairperson, Housing Security for Older Women Taskforce

Member, National Shelter Council

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 | • Council for Homelessness Persons Victoria |
| • Consumer and Business Services | • Community Housing Council SA |
| • Liquor Licensing Commissioner | • Community Housing Industry Association |
| • SAPOL | • National Association of Tenant Organisations & Tenant Unions |
| • Ministers, Shadow Ministers, Members of Parliament | • Powerhousing |
| | • Property Council SA and Australia |

- Commonwealth Department of Social Services
- Department of Premier and Cabinet
- South Australian Housing Authority
- 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
- QATTRO builders and developers
- Real Estate Institute SA
- Social Enterprise Finance Australia
- Social Ventures Australia
- Homelessness SA
- 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
- Fleetwood Australia
- YAS Developments
- Adelaide Zero Project
- Other peak bodies

SNAPSHOT OF KEY PROJECTS AND ACHIEVEMENTS

- Participation in the review of the Residential Tenancies Act in South Australia
- Catalyst for development of South Australian Aboriginal Housing Strategy
- Shelter SA policy recommendations included in South Australian Aboriginal Affairs Action Plan
- Range of research and information publications
- Rental survey to gather data on how tenancies end, reports published in 2021 and 2022
- Research on vacant residential properties and policy recommendations
- Instrumental in the development of Homelessness SA
- Researched and workshopped the introduction of Social Impact Bonds in 2015
- First peak body in South Australia to achieve a Reconciliation Action Plan endorsed by Reconciliation Australia 2013
- Commended by the Minister for Aboriginal Affairs for inspiring State Government departments to develop Reconciliation Action Plans 2013
- Second peak body in South Australia to achieve Australian Service Excellence Accreditation
- Initiated a Regional Engagement Strategy which included consultations and workshops across South Australia including Berri, Port Augusta, Port Lincoln, Coober Pedy, Murray Bridge, Port Pirie, Victor Harbor and Mount Gambier with written reports to inform government of the housing issues and challenges facing regional South Australians
- Developed and applied a unique workshop method with a focus on actions for participants
- Work with land owners, developers, builders and investors to revitalise idle assets for the purpose of build to rent projects that include social 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 to 2019
- Contribute to the Commonwealth State Housing Agreement (CSHA) and the State Housing Plan
- State of the art social media strategy and approach to engagement, communication, campaigning and advocacy using media, internet, Facebook, Twitter, LinkedIn and Instagram as well as applying new software for reporting against strategic plan

- Successful community radio show “Housing Matters” 2014 featuring politicians, senior public servants and member organisations
- Parity magazine – Launch of special South Australian edition with a focus on homelessness in 2015 guest editor, reference group Chairperson and key contributor – 54 articles by leading state and national contributors plus regular contributions to other issues
- Sessional lectures to university students and invited speaker to conferences, forums and seminars
- Contribute to the National Rental Affordability Index released by National Shelter
- Member of the South Australian Government’s Human Services Peaks Forum and Chairperson of 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 continuation of the National Partnership Agreement on Homelessness 2014, 2015 bringing 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 State Government budget lock up annually
- Respond to and initiate discussions on housing issues on television, radio, in 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 as experienced by 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 people who are experiencing homelessness, at risk of homelessness, or in unsafe situations, to the nearest possible community service organisation
- Second peak body in South Australia to be awarded Australian Service Excellence Standards accreditation
- Catalyst for the development of the South Australian Government Aboriginal Affairs Action Plan and Aboriginal Housing Strategy and input through research and consultation
- Developed Home4Good in partnership with Cornerstone Housing as a platform for landlords with residential investment properties who are prepared to accept sub-market rents to house people from the social housing register
- Catalyst for the development of code blue and code red responses to rough sleepers in extreme weather
- Developed and implemented an ongoing national renter survey to shed light on the reasons why tenancies end and the effects of the global Corona Virus pandemic and publish data yearly
- Regularly host and supervise university students and internships
- Conducting fee for service work with members with a focus on the prevention of homelessness
- Developed and implemented a social enterprise to assist with financial sustainability
- Achieved charitable status and set a precedent for policy and advocacy work and its direct link to the client work of our members in the benevolent relief of poverty