

OUR VISION

A SECURE HOME FOR ALL

WHO WE ARE, WHAT WE DO

Shelter NSW has been operating since 1975 as the State's peak housing and advocacy body.

OUR PURPOSE

We pursue our vision through critical engagement with policy and practice, and thought leadership.

OUR VALUES

We are independent.
We promote social justice.
We lead and collaborate.
We value expertise and evidence.

A WORD FROM OUR CEO

JOHN ENGLER

Given the complete change of staff, joining of several new Board members and the various business and operational challenges that COVID presented, we agreed that the beginning of the 2020-21 financial year was **an important time to 'check-in' against our strategy**. We sought to establish a clear, updated and measurable operational plan, as guided by our Board, to ensure we are **continuing to be effective in contributing to a more sustainable housing system, resulting in 'secure homes for all'**.

This check in against the existing plan included broad consultation with members, our board, current and previous staff, long term allies and other stakeholders to get a full 360-degree view of the organisation. A few key issues emerged - namely, recognising the need to **engage more with members**, have **more diverse representation** of both issues and people, and reflect **greater presence in regional areas**. With the addition of these explicit references, **the Strategic Plan 2018-2021 continues to provide a sufficiently comprehensive and certain framework for Shelter NSW**. Therefore, after a year of operating under the revised version, making conscious and consistent efforts to address the issues identified, the board has resolved to roll it over to 2023.

OUR STRATEGIC PRIORITIES

TO BE A THRIVING LEADING ORGANISATION

- Increase** and diversify our income streams
- Strengthen and diversify** our partnerships
- Grow** our membership base
- Proactively engage** members in our policy and advocacy work
- Invest** in and support sound governance practices and principles to attract and maintain a diverse and expert Board
- Create and nurture** a culture of excellence and learning to support a high performing and aligned team
- Expand and strengthen** relationships with grassroots tenants and community networks to help people advance their own interests and drive housing policy reform independently

TO HARNESS KNOWLEDGE, EXPERIENCE AND EXPERTISE TO DRIVE NEW IDEAS

- Adopt** a proactive approach to our policy and research agenda to ensure it is forward looking, responsive to emerging issues and harnesses broad expertise and evidence
- Build** upon existing and develop new relationships with researchers and other experts to ensure our policy and research agenda is rigorous and well informed
- Embrace** an inclusive approach to engagement, consultation to ensure a diversity of stakeholder perspectives and consumer voices are included in our policy positions and programs
- Advance** our ideas and publicise our findings to influence Government, decision makers and the community through information and evidence sharing, case study, analysis and distribution

TO INFLUENCE POLICY AND PRACTICE

- Lead** the development of a shared contemporary vision and narrative that defines a sustainable and effective housing system
- Lead and encourage** active collaborations between the housing sectors and our stakeholders to influence and affect operational and systemic housing policy reform in NSW
- Advocate** on systemic housing policy at a Commonwealth level on issues that affect NSW through participating in National Shelter and contributing to their relevant campaigns and submissions
- Lead and encourage** collaborations, partnerships and engagement to develop integrated, evidence-based solutions which aim to achieve effective housing reform in NSW
- Provide** robust and up-to-date evidence-based policy advice which demonstrates a commitment to the organisation's vision and the importance of housing as a foundation for social and economic wellbeing and sustainability
- Explicitly advocate** on behalf of our members for specific policy asks

TO ENGAGE AND EDUCATE THE COMMUNITY

- Drive** a communications and engagement strategy that optimises all available technologies and expands our reach
- Raise** our profile through effective communication, policy and advocacy messages, and position the agency as a "go to" organisation
- Identify** strategic opportunities for partnerships and engagement
- Grow** programs that engage with consumer voices and respond to priority issues, build community capacity, raise political and public awareness about systemic housing policy issues
- Seek** external feedback and evaluation of our engagement strategies, policy, advocacy and events programs via survey and measurement systems that rate impact and satisfaction and drive service improvements.