



Shelter
NEW SOUTH WALES

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ANNUAL REPORT

OUR YEAR IN REVIEW

2024/25



Shelter NSW acknowledges the traditional custodians of this land and recognises the continuing connection of Aboriginal and Torres Strait Islander peoples to lands, waters and communities. We acknowledge the Gadigal people of the Eora Nation, on whose Country we work, and pay our respects to Elders past and present.



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WHO WE ARE

Shelter NSW is an independent, non-profit, member-driven organisation that has been advocating for better housing outcomes since 1975. We represent the broad interests of a diverse network of members, partners and aligned industry stakeholders who share our vision of a secure home for all.

We are especially concerned with housing insecurity, increasingly and persistently experienced by people on low and very low incomes. We pursue our vision of an economically, socially, and environmentally sustainable housing system through critical engagement with policy and collaborative leadership initiatives with government, community and the private sector.

Our Vision is to create a sustainable housing system that provides a secure home for all.

OUR PRIORITIES

We consider a sustainable housing system one that delivers what we call **Triple-A housing**.



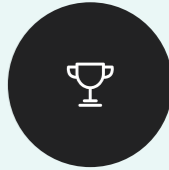
AFFORDABLE AND DIVERSE HOMES

- Housing supply and demand
- Tenure forms and rights
- Housing types and sizes



ACCESSIBLE AND WELL-LOCATED HOUSING

- Proximity to jobs and services
- Access to public transport
- Accessibility and adaptability



APPROPRIATE AND HIGH-QUALITY DEVELOPMENT

- Amenity and aesthetics
- Energy and environment
- Standards and maintenance

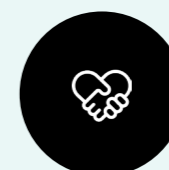
OUR OBJECTIVES

We consider a sustainable housing system one that results in Triple-P outcomes. These objectives can also be used as measures of success as they are progressively realised. Shelter NSW regularly collects and analyses evidence and data that can be used to develop and evaluate policy reforms compared with the status quo.



PRODUCTIVE CITIES AND REGIONS

- Access to jobs and services
- Housing costs and consumption
- Financial and economic stability



POVERTY-FREE COMMUNITIES

- Housing stress and homelessness
- Physical and mental health
- Education access and attainment



PROTECTED NEIGHBOURHOODS

- Energy use and consumption
- Urban heat
- Climate resilience and adaptation

MEET OUR TEAM

BOARD MEMBERS

- Chairperson
Simone Parsons
- Deputy Chairperson & Public Officer
Bill Steenson
- Treasurer
Verity Froud
- Secretary
Janet Chappell
- Ordinary Board Members
- Paul Coe
- Kirsten Steedman
- Murray Mayes
- Stephanie Oatley
- Elizabeth Adamczyk

BOARD ATTENDANCE

- Simone Parsons
- Bill Steenson
- Verity Froud
- Janet Chappell
- Paul Coe
- Kirsten Steedman
- Murray Mayes
- Stephanie Oatley Tenure commenced January 2025
- Elizabeth Adamczyk Tenure commenced January 2025

WELCOME FROM OUR CHAIR SIMONE PARSONS



As we close out another year, the Shelter NSW team continues to advocate for housing justice with the same resolve and passion as ever. As Shelter NSW Chair, I look back at 2024/25 with a sense of pride and accomplishment to see reinvigorated action on housing issues at all levels of government, and I applaud the fierce and frank advocacy of housing and homelessness peak bodies.

In a year marked by commitment to achieving greater housing security through investment in social and affordable housing at State and Commonwealth levels, and release of significant Housing and Homelessness Strategies by the NSW Government, we are optimistic and recognise the significance of this opportunity to influence real change.

At the same time, we hold concerns about the pace and scale of change and note that this investment must mark only the beginning of broader reform and a longer-term commitment by Government and the broader housing sector, to be truly transformative.

We know that there continues to be far too many people failed by NSW housing and support services systems, so we welcome the NSW Government's launch of a strategy with a focus on housing as a human right and we look forward to helping influence how this is shaped in practice. We continue our steady resolve to achieve housing security for all. We will continue to work with Government as collaborators, while continuing to challenge and push for change where needed. I can confidently say that the Shelter NSW team and Board are invested in the work ahead.

The work and achievements of the past year are cumulative; it takes a strong connected network of communities, individuals and organisations, working with persistence and a shared message. I'd like to thank Shelter NSW members, supporters, and friends for their engagement and commitment to our work. As a peak body, Shelter NSW amplifies the voices of people living on lower incomes and represents the interests and aspirations of the housing and homelessness sector. We could not do what we do without the continued support of our individual and organisational members.

We have a diverse membership; from community services to social housing providers and specialist homelessness services, academics, professionals and social housing tenants, people with lived experience of homelessness and people with a strong commitment to housing justice. Our networks ensure we are

well placed to contribute to and guide academic research, policy development, and trends in frontline service delivery.

Good advocacy requires robust evidence but also clear messaging. We know that 'data' alone is not enough without a team who can shape it into thought pieces that keep us informed, provoke questions and call out the areas where more focus is needed.

I am so grateful for the skills, commitment and tenacity of all Shelter NSW staff members. They are a small but mighty team and continue to deliver above expectations, developing and shaping housing legislation and ensuring all voices are represented and influence policy development and implementation.

My deepest thanks go to the Shelter staff who left us this year; Principal Policy Officer, Cathy Callaghan, Policy Officer, Kayla Clanchy, and Project Officer, Outreach & Engagement, James Sherriff. For almost five years, Cathy led the policy work of Shelter NSW, commissioning research and developing policy in collaboration with many diverse and varied stakeholders. Her insights and political acumens will be sorely missed. The contributions of James and Kayla to Shelter NSW work also cannot be understated. James built deep connections between Shelter NSW and grassroots organisations, in particular through his work with the Sydney Alliance, and Kayla Clanchy contributed to the conversation around housing in regional and rural areas and the role of the planning system in facilitating delivery of high quality, secure and affordable housing. The Shelter NSW Board wishes all three of them the best in their future professional and personal endeavours.

This year we have also welcomed new team members. Thomas Chailloux, who is returning to Shelter NSW as Senior Policy Officer – driving our policy thinking and analysis, he worked previously for the Homeless Persons Legal Service at the Justice & Equity Centre for several years and we are thrilled to have his expertise and experience back at Shelter. We also welcome Drew Beacom as our Housing Officer. With a background in campaigning and the environmental sector, Drew will be contributing to both policy and stakeholder engagement work. Both Thomas and Drew have already made a positive impact at Shelter and the Board are pleased to have such high calibre people bringing energy, skill and passion to the work ahead.

The continued work of Stacey Miers, Principal Planning Officer, and Matilda Sutherland, Program Coordinator have helped provide stability through this year of change. Their contributions have included training, advocacy around planning reform, secretariat support and coordination for National Shelter. The Board are grateful for this work.

Finally, to our CEO John Engeler, who appears to have an extraordinary capacity to influence and develop strong and meaningful connections that help guide important conversations. The Board thank him for his leadership of Shelter and influence on Housing both in NSW and nationally.

To the Shelter Board team, this year we have been strengthening our ways of working to ensure that Shelter NSW is an organisation fit for the future. Each member of the Board brings individual talents, and I am grateful to each of you for your contribution and the strength of our Board as a team. I say thank you to Bill Steenson, Verity Froud, Janet Chappell, Paul Coe, Kirsten Steedman, Murray Mayes, Stephanie Oatley and Elizabeth Adamczyk, and look forward to an excellent year of debate, action and energy, in our shared objectives to support the work of Shelter NSW and deliver housing security for all.

Thank you.

OUR BOARD 2025



SIMONE PARSONS
CHAIRPERSON

Simone has an extensive career in housing and homelessness and holds a firm belief in 'Housing First', and housing as a human right. Simone has worked across all tiers of Government and in the NFP sector, with an early career in community development. Simone understands the value of including the voices of people with lived experience in policy and decision making. She was Chair of the Social Housing Tenancy Advisory Committee (SHTAC) for Housing NSW, was Deputy CEO of Women's Community Shelters where she was focused on shifting the organisation to a longer-term housing capability, innovating in areas such as meanwhile use. In her current role as Chief Operating Officer at Bridge Housing, a Tier 1 Community Housing Provider, Simone is responsible for the delivery of social and affordable housing to over 5000 tenants. Simone is Chair of the Community Housing Industry Association, Domestic and Family Violence Community of Practice.



BILL STEENSON
DEPUTY CHAIRPERSON &
PUBLIC OFFICER

Bill joined the Shelter Board in November 2020 and is currently the Chair of the HR Sub-Committee. He is passionate about fairness, access, and addressing disadvantage and sees the work of Shelter NSW as playing a key part in that. Bill currently works for the Fair Work Commission specialising in governance and whistleblower disclosures. He has had considerable involvement with member-based organisations, their governance and financial management (both as a regulator and as a committee/board member). Bill holds a Master of Laws and a Master of Public Administration and is an accredited mediator. He also serves on the board of WEA Sydney.



VERITY FROUD
TREASURER

Verity has decades of experience in financial services, predominately in banking and securitisation funding roles for various businesses. This has often included considering alternate ways to fund houses and housing projects. Currently she is consulting in the securitisation industry. Previous roles include working with AMAL Trustees holding various roles across the Trust Management and Trustee businesses, being a founding member of Xinja, leading to the successful launch of a neobank, as well as holding roles at Macquarie Bank and Bluestone Mortgages. Having begun at AMP in actuarial services, she has always had a keen interest in data, modelling and risk analysis.



JANET CHAPPELL
SECRETARY

Janet has worked in urban strategy and planning for a number of years in state government and private consulting. This has included housing-related research, policy formulation, housing policy management at Landcom (current role), setting housing affordability and diversity targets and initiatives to better understand local housing need. Previous roles included city strategy at the Greater Sydney Commission, NSW Department of Planning preparing metropolitan and regional strategies, working at the Urban Design Advisory Service, Urbis, Six Degrees and Allen Jack + Cottier Architects. She is a graduate of the Foundations of Directorship at the Australian Institute of Company Directors, Master of Urban Design and Bachelor of Architecture (Hons).



OUR BOARD 2025



ELIZABETH ADAMCZYK

I am a passionate advocate for an accessible, safe, and equitable housing sector. As a Newcastle City Councillor I have overseen the development of our city's affordable housing contributions plan, sit on the Steering Committee of a partnership with the NSW State government to build more public housing in our city, chair the City of Newcastle's Housing Affordability Working Party working with government, industry, and community partners to deliver on projects and policies to improve housing affordability, and have worked with other local governments across NSW to advocate for strong housing policy at state and federal levels. I teach and research in housing, governance, and urban change as an academic at Macquarie University. I am pleased to join the Board of Shelter NSW as an organisation making tangible changes to increase dignity, safety, and equity in housing for every person in NSW.



MURRAY MAYES

Murray is a public housing tenant and community leader with Better Renting and Sydney Alliance. He believes effective community solutions must combine lived experience with policy expertise. A Dean's Scholar graduate from UOW, he studied social policy while working in youth homelessness through street outreach and refuge services. As a policy officer for Mental Health Association NSW, Murray focused on the housing challenges created by psychiatric institutionalisation. Believing in the power of a well-organised civil society, he formed a cross-sector policy committee to coordinate mental health and housing policy. Currently, he galvanises community involvement and engages government on tenancy and household energy reforms. Murray sees broad alliances as key to turning Shelter's strengths into community wins and is eager to help deepen these relationships.



PAUL COE

Paul is a Wiradjuri man, born and raised in Sydney amid the black power movement and schooled by key Sydney Aboriginal leaders in the fight for Aboriginal land rights and progression to Aboriginal self-determination. He was a leading child protection expert on the needs of Aboriginal children, pursuing systemic change to improve the alarming over-representation of Aboriginal children in out-of-home care before pivoting and focusing on Aboriginal housing outcomes. Paul is now leading Birribee Housing as it supports Aboriginal families across Sydney and regional NSW. He sees his mission as growing Birribee Housing into a vessel that can deliver on the vision of the parent entity, the NSW Aboriginal Land Council, and deliver self-determination for Aboriginal people through Aboriginal led control of housing outcomes.



STEPHANIE OATLEY

Stephanie currently holds the position of CEO at Platform Youth Service. Stephanie has made an extraordinary impact on the youth homelessness sector and the specialist homelessness services system through her commitment, dedication and passion to ensure that there is a viable and sustainable service system for young people experiencing, or at risk of experiencing homelessness.



KIRSTEN STEEDMAN

With extensive experience in social impact and advocacy, Kirsten has a proven career history of creating and implementing innovative strategies that deliver positive community outcomes. Kirsten has been a board member with Shelter NSW since 2020 and continues to advocate for systemic change. Kirsten has worked with ASX listed property companies leading shared-valued initiatives aimed at addressing homelessness and housing stress through not-for-profit partnerships providing accommodation, education and employment programs. In addition, she leads corporate positioning and deliverables for housing affordability, accessibility and economic inclusion.

OUR STAFF 2024-25



JOHN ENGELER
CHIEF EXECUTIVE OFFICER

John joined Shelter NSW as CEO in early 2020, having been involved in the formation, development and operation of Social, Affordable & Specialist housing for most of his professional life. He has a Master's degree in Urban and Regional Planning and has undertaken post-graduate legal studies. Having spent a number of years in the private, public and community sectors, he especially enjoys the opportunity to contribute to innovative housing responses, delivering solutions to those for whom the market falls short.



THOMAS CHAILLOUX
SENIOR POLICY OFFICER
(FROM JANUARY 2025)

Thomas is a social justice advocate and public policy professional. He has experience working with people with lived experience of homelessness and housing insecurity, peak bodies – including Shelter NSW (2018-2020) - community legal centres, and community organisations. Having previously worked on tenancy legislation reform campaigns, value capture mechanisms and legal issues faced by people experiencing homelessness, amongst other housing related topics, Thomas is acutely conscious of the challenges we face working towards a fair and sustainable housing system for all. He holds a Master's degree in Urban Public Policy from Sciences Po Paris.



STACEY MIERS
PRINCIPAL PROJECT OFFICER

Stacey has worked at the interface between town planning, social, environmental, and cultural impacts over many decades. Her work has often revolved around broad-based interdisciplinary projects that explore complex societal issues through planning frameworks. Stacey has undertaken research and written numerous publications on the NSW Planning system, housing supply policies, social impact assessment, and NSW Aboriginal Land Councils. Combined with her research and policy work, Stacey has devised various short films including one called 'Habitat to Home', which aims to take the viewer on a visual journey exploring the concept of home and homelessness.



DREW BEACOM
HOUSING OFFICER
(FROM JUNE 2025)

Drew joined Shelter NSW in June 2025 in the role of Housing Officer, having previously worked in the civil society sector as a political campaigner and community organiser. Having spent time in the environment movement, Drew is interested in the influence of the impacts of climate change on one's ability to access safe housing, as well as how the housing crisis impacts society's most vulnerable. Drew holds First Class Honours in Arts and Advanced Studies from the University of Sydney.



MATILDA SUTHERLAND
PROGRAM COORDINATOR

Matilda joined Shelter NSW in March 2024 as Program Coordinator, providing support to our Board, staff, members and sector colleagues. Matilda has a Bachelor of Information Technology, a Master of Information Management and experience in the corporate sector. She is excited for this change of focus and to make a positive difference with Shelter NSW.

DEPARTING STAFF



KAYLA CLANCHY
POLICY OFFICER
(UNTIL NOVEMBER 2024)

Completing her Bachelor of Urban and Regional Planning through University of New England, Kayla has previously worked in two regional cities in NSW as both a statutory and strategic land use planner for local government. Kayla pivoted to the not-for-profit sector in a research capacity in 2019 and continues to live in and advocate for regional and rural communities.



CATHRYN CALLAGHAN
PRINCIPAL POLICY OFFICER
(UNTIL JANUARY 2025)

Cathy joined Shelter NSW in April 2020 with most recent experience as a Chief of Staff to a NSW MP & Shadow Minister located in the multicultural heart of southwestern Sydney. Over a career spanning thirty years, Cathy has held senior private sector executive HR and change management roles. Cathy holds a Bachelor of Economics degree as well as a Master of Commerce (Organisational Behaviour) with personal interests in community and political engagement; local government and public policy.



JAMES SHERRIFF
PROJECT OFFICER - OUTREACH & ENGAGEMENT
(UNTIL FEBRUARY 2025)

James Sherriff joined Shelter NSW at the beginning of 2020 with a keen interest in community organising and social justice after completing the Sydney Alliance internship program and graduating with a Bachelor of International and Global Studies from the University of Sydney. James was responsible for engaging with Shelter NSW's members and supporters, coordinating our student placement program, and supporting grassroots campaigns for housing justice.

CEO'S REPORT, JOHN ENGELER

Another year has gone by. But as I approach my sixth year as CEO of Shelter NSW, if there is one thing I've learnt, it's that no two years are ever the same. This year, we've seen significant, long-awaited progress on tenancy legislation reform. And federal government action, through the Housing Australia Future Fund (HAFF), is starting to bear fruit, with new social and affordable housing projects being delivered. For those who dare to hope for a better housing system, as we very much do at Shelter NSW, there are opportunities for optimism.

Yet the past twelve months have tested us all. We've seen rents climb faster than wages, social housing waitlists grow longer, and more people than ever forced into insecure and unsafe living conditions. Every week, we hear the heartbreaking stories from people experiencing homelessness across the state; families living in temporary accommodation, older women forced to couch surf with friends, young people priced out of their hometowns, and communities still recovering from floods hit yet again, such as on the mid North Coast. These stories fuel our work and remind us why Shelter NSW exists: to ensure that every person in NSW, no matter their income or postcode, can access a secure and affordable home.

As I look back on 2024/25, I'm struck by both the urgency of addressing the housing crisis in New South Wales and the incredible resilience of the people working every day to change it, whether it be through policy development or service delivery.

The many fronts of systemic reform

This year, supported by our diverse members and stakeholders, Shelter NSW has continued to take action to transform the housing system.

Our team made many submissions to all levels of government, from the state level, such as our 2025-26 pre budget submission and our contribution to the development of the first Homes NSW strategy (we were very pleased to speak at the formal launch in late October 2025), to the local government level (over ten submissions to local affordable housing contribution schemes, as well as objections to TOD projects on the grounds of insufficient affordable housing contributions), and beyond, through our national peak body, National Shelter. We also contributed to key inquiries such as the inquiry into affordable housing options for essential workers.

We meet and engage with decision-makers at every level to push for fairer housing policies; from federal and state MPs to local government councillors. A good example of our local government work – and of how Shelter NSW is rooted and involved in the community we operate from, even though our remit is statewide – is our continued participation into the City of Sydney Housing for All Advisory Panel. We were honoured and excited to have our membership of the panel extended for another two years.

In short, we've spoken out for our vision of a fair housing system and a secure home for all; for renters' rights, for more investment in social and affordable housing, for inclusive, high quality, good development, and for a system that recognises housing as a human right – not a privilege. Across government, community and the private sector, there is a growing recognition that housing is essential infrastructure; essential to health, productivity and wellbeing of individuals, and essential to diverse and well-functioning communities. The conversation around housing – albeit slower than we would like - is shifting, and Shelter NSW is right at the heart of that shift.

We've also deepened our engagement with Shelter NSW members, stakeholders, and

communities across the state. From the Northern Rivers to the Riverina, from Western Sydney to the Far West, policy making must make sure it is rooted in people's lived experiences of homelessness and housing stress. Peak bodies such as Shelter NSW, whose mission deeply aligns with a broader understanding of social justice, must ensure the voices of people living on lower incomes are heard where it matters most. We know that policy made without those voices is policy made in a vacuum.

Strengthening our organisation to amplify our impact

Behind the scenes, we've continued to strengthen Shelter NSW - and the Shelter network - itself. Our small but skilled and passionate team has worked tirelessly, often punching above our weight and having our voice heard in the face of powerful vested interests. While we've parted ways with some excellent team members – thank you Cathy, Kayla and James for your contributions – we have also recruited motivated and skilled professionals to continue our work. We've grown our membership, welcoming new partners, and continued to work in partnership with organisations such as the Sydney Alliance. We also made a conscious effort to embed First Nations housing justice across our work. This means not only advocating for better housing outcomes for Aboriginal communities but also challenging ourselves to reflect on how we work, who we listen to, and how we can act in solidarity. We have also supported National Shelter to continue influencing policy making at the federal level, at a crucial time for social housing financing and delivery across the country.

In short, we operate with the same lean efficiency that has defined Shelter NSW for decades. I'm deeply proud of the professionalism and dedication of our staff and members, many of which volunteer their time and expertise to ensure our work is always informed by people with lived experience, experts, and practitioners. I am also grateful to our Board for their leadership and thoughtful guidance rooted in decades of diverse experience across the housing and homelessness sector.

Funding certainty allowing for deeper engagement

Like the services we strive to serve and represent, we are operating in a system under strain. Sustaining our independence and our voice will require continued creativity and collaboration with academics, civil society, and the private sector.

It would be remiss of me to conclude this report without expressing our sincere thanks to the NSW Government for their ongoing support of Shelter NSW. A few months ago, Shelter NSW was successful in securing another three years of vital funding – with a possible two-year extension - through the NSW Community Sector Peaks Program. This year, like many others, we worked closely with the Tenants Union, Homelessness NSW, Community Housing's Peak body - CHIA, the Aboriginal Peak - ACHIA, the Social Services Peak - NCOSS, Yfoundations, Domestic Violence NSW, Youth Action, AHURI, Foyer Foundation, Australasian Housing Institute, and Homes NSW, to ensure that reforms can be fast paced while taking into account the diverse and complex needs of the many cohorts and services our peak bodies serve.

While we may not always see eye to eye, it is reassuring and heartwarming to know that the NSW Government is committed to working with community, and values the frank, independent advice that Shelter NSW provides. Through our productive and valued working relationship with the Department, Shelter NSW also benefits by receiving constructive feedback to ensure that our work remains relevant and aligned with the priorities of NSW Government for increased housing supply, greater housing security and fairer legislation for renters, and a healthy and well managed social housing system. We thank the staff from Strategy, Policy & Commissioning at the Department of Communities & Justice for their continued work. We also would like to thank Alex and his team from For Purpose Accounting who continue to ensure that we can be fully focused on housing issues.

Looking ahead

With many much needed and long-awaited reforms now under way, and a 2027 NSW state election that will come sooner than we think, Shelter NSW's focus will be on deepening our impact through well researched policy, strong and ongoing engagement with politicians and other decision makers, and working with sector professionals, grassroots organisations and communities alike. Over the next year, we will:

- Amplify the voices of people experiencing homelessness, at risk, in housing stress or otherwise disadvantaged by the housing system
- Push for greater social and affordable housing supply and other structural reforms to bring down housing costs;
- Keep championing renters' rights and stronger legislative safeguards for people living on lower incomes
- Strengthen our regional advocacy, especially in disaster-affected communities; and
- Continue building a resilient, inclusive and future-ready organisation.

Very little of our work would happen through the work of our core team alone. Our members, stakeholders, funders and friends are the backbone of the movement for housing justice. Every submission we write, every policy win we get, every piece of research that we undertake or disseminate, we do with the interests of people living on lower incomes and the greater good in mind.

So once again, as we look back on the last year, thank you for supporting Shelter NSW and the Shelter network, for believing in houses as homes, not bank accounts, for saying out loud, one more time, that housing is a human right, and for helping us keep that belief alive in the halls of power and when needed, in public facing campaigns.

Together, we will keep working until everyone in NSW has a secure place to call home.

John Engeler at the Essential Workers Enquiry





STRATEGIC PLAN

2023-26

Shelter NSW is the state's peak housing advocacy body. We represent people seeking secure housing in NSW, particularly those on lower incomes. We believe housing is a human right, not a privilege.

This strategic plan will guide our work for the next three years- through a period of change and opportunity in housing. It provides the foundation for us to achieve our long term vision: a secure home for all through a fairer, more sustainable housing system.

OUR PRIORITIES

Drive change for a fairer housing system

We will create positive change through advocacy, awareness raising, community organising, strategic partnerships, policy and research.

Grow our membership and increase engagement

We will extend our reach with more members, supporters and subscribers and deepen our connections to anchor our advocacy.

Build a strong and independent organisation

We will secure and amplify our collective voice with strong relationships, more diverse resourcing, and engaged and skilled staff.

IMPLEMENTING THE PLAN

We will implement our strategic plan consistent with our values.

- We are independent
- We advocate for social justice
- We lead and collaborate
- We value expertise and evidence.

We will develop annual business plans that identify actions, timeframes, responsibilities and performance indicators.

We will measure our performance quarterly to ensure we remain on track to achieving our priorities and our vision of a secure home for all through a fairer, more sustainable housing system.

2023 - 2027

Priorities for NSW

A secure home for all

NSW continues to grow, with NSW Treasury 2021 forecasts noting that the state needs an average of 42,000 additional homes every year over the next 40 years. At Shelter NSW we believe that growth should be fair and inclusive – improving the life of all people; built on the foundation of a secure home for all. We strongly assert that the private housing market cannot be relied upon to ensure that enough of that housing is genuinely affordable for low-income people.

Shelter NSW and its members are filled with hope; that the community's appreciation of the housing crisis can be converted into action to make significant and lasting change.

- 1** | **Restore the social housing safety net to 5% by 2027, 10% by 2040. Build/acquire 5,000 dwellings per year**
Includes maintenance, upgrades + 3 youth foyers
- 2** | **Increase Specialist Homelessness annual funding by 20%**
Move beyond crisis. Focus on women, aged and First Nations
- 3** | **Make the planning system deliver Affordable Rental Housing for lower income people**
Rezoning targets: 10 - 30/45%
- 4** | **Build more accessible & climate ready dwellings**
Minimum standards set & met for rental dwellings
- 5** | **Support Renters and Renting**
Remove No Grounds Evictions
Create a Home at Last service
Create a standing hardship fund & protocol for times of crisis
Get the balance right between housing for tourists and housing for locals

GOAL 1 – DRIVE CHANGE FOR A FAIRER HOUSING SYSTEM

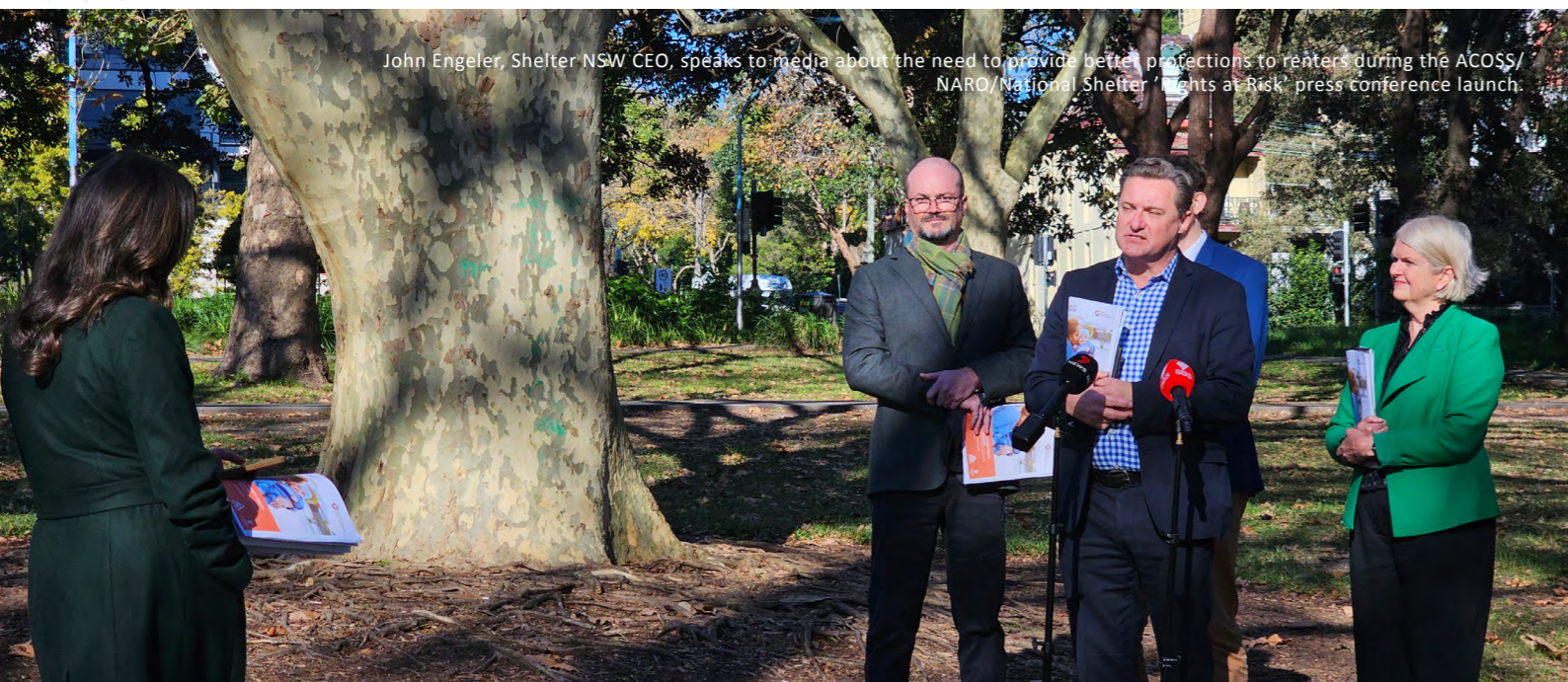
People and organisations advocating for social justice know better than anyone that systemic change is a long game, especially when it involves housing. In 2024/2025, Shelter NSW has continued to add its voice to the growing chorus of calls for housing justice, championing policies and reforms to make the housing system fairer, more sustainable, and more responsive to the needs of people living on lower incomes across New South Wales.

To do so, we use a range of methods and strategies. Throughout the year, Shelter NSW has combined policy analysis and development, research, advocacy and campaigning, and building strong relationships at local and state government level, with grassroots community organisations, and the housing and homelessness sector to drive change for a fairer housing system.

The last financial year has seen a lot of change across the housing spectrum; from long awaited tenancy legislation reform – including progress on the development of a new

Shared Accommodation Act – to the development of new whole-of-government strategies to prevent and reduce homelessness, and manage and deliver more social and affordable housing. We have also seen significant changes being implemented in the planning system, as well as the beginning of the impact of the Australian Government renewed impetus to act on the housing crisis; from energy performance upgrades to social housing dwellings – co-funded with NSW Government – to the Housing Australia Future Fund (HAFF) starting to make a difference to social housing supply.

Living in a housing system that is so unfair and dysfunctional can sometimes feel bleak. And serious challenges remain along with much welcome progress. While Shelter NSW strongly welcome the progress that has been done, we remain conscious of the enormous task ahead to achieve housing justice, and aware of the continued impact of housing stress and homelessness on people and their communities.



John Engeler, Shelter NSW CEO, speaks to media about the need to provide better protections to renters during the ACOSS/ NARO/ National Shelter 'Rights at Risk' press conference launch.

This year, we have continued to advocate for:

- More and improved social housing; through many of our submissions and our report; 'The big sure bet of increasing social housing'
- Better rights for people who rent their home, regardless of the form of their agreement. Shelter NSW is a member of the Technical Working Group for the development of the Shared Accommodation Act. We also closely monitor the implementation and operation of the eviction transparency reforms commenced in May 2025.
- A more inclusive planning system

We also delved into emerging areas of concern and new, less understood issues, as examined in the Shelter NSW/Teremok/City of Sydney report; 'Examining the intersectionality needs for the LGBTIQ+ community across City of Sydney' and Shelter NSW submissions to the NSW Drug Summit or the inquiry into options for essential workers housing.

While there are many peak bodies and organisations contributing to the conversation around housing and homelessness, we at Shelter NSW pride ourselves in having developed long term, deep and wide expertise in the role of the planning system in supporting housing affordability and contributing to delivery of non-market housing.

Unfortunately, the last financial year both started and ended with unfair blaming and weaponising of the planning system, from inadequate levels of affordable housing contributions mandated for Transport Oriented Development areas (as detailed in the objections made by Shelter NSW in August 2024) to drastic reductions in community participation opportunities and a shift towards a 'supply at all cost' approach with little regard to amenity or expected affordability impacts in mid 2025.

Interested in finding out more? See the detailed list of Shelter NSW 2024/2025 submissions made to all levels of government – many of which have been picked up by the media.



Sally Sitou MP, Member for Reid, with John Engeler, Shelter NSW CEO and Thomas Chailloux, Shelter NSW Senior Policy Officer.

GOAL 1 - DRIVE CHANGE FOR A FAIRER HOUSING SYSTEM

SHELTER NSW SUBMISSIONS TO LOCAL GOVERNMENT

- Submission to Shoalhaven City Council on Draft Affordable Housing Strategy (July 2024)
- Submission to Parramatta Council on their Proposed Vision for Parramatta 2050 (July 2024)
- Submission to DPHI and City of Newcastle on the draft Broadmeadow Place Strategy (July 2024)
- Submission to Wollongong City Council on the Preliminary Planning Proposal for Gwynneville Public Housing Estate (August 2024)
- Submission to Kiama Council on Growth and Housing Strategy (August 2024)
- Submission on Ku-Ring-Gai Council's Affordable Housing Options Paper and Draft Affordable Housing Policy (March 2025)
- Submissions to five Western Sydney Councils on draft Western Sydney Affordable Housing Contribution Schemes (April 2025)
- Submission to Sutherland Shire Council on Draft Affordable Housing Contribution Scheme (May 2025)
- Submission on Coffs Harbour Jetty Foreshore Precinct Revitalisation Planning Proposal (June 2025)

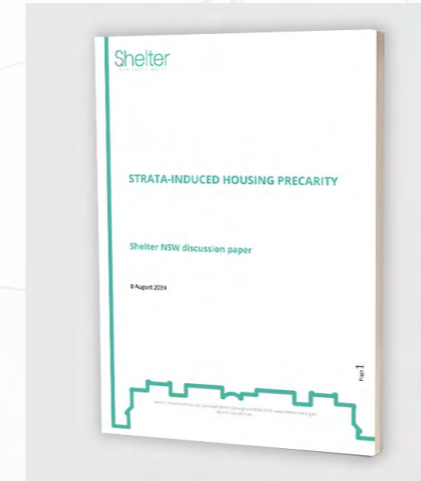
SHELTER NSW SUBMISSIONS TO NSW GOVERNMENT (PLANNING)

- Submission to DPHI on the Explanation of Intended Effect for Transport Oriented Development Accelerated Precincts (August 2024)
- Six objections to DPHI (August 2024) on the Transport Oriented Development Accelerated Precincts of; Macquarie Park, Kellyville-Bella Vista, Hornsby, Bankstown, Crows Nest, Homebush.
- Submission on State Significant Development Application – Redfern Place (December 2024)
- Submission on Parramatta North Precinct draft rezoning proposal (February 2025)

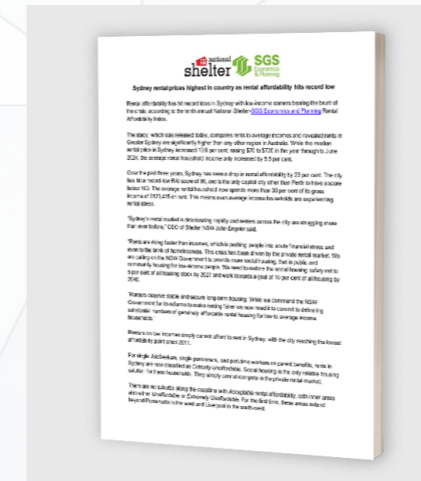
SUBMISSIONS TO NSW GOVERNMENT AND PARLIAMENT (NON-PLANNING)

- Submission to NSW Treasury on the Performance and Wellbeing Consultation Paper (July 2024)
- Submission to NSW Parliament on the Inquiry into Options for Essential Workers Housing in NSW (September 2024)
- Submission to the NSW Drug Summit 2024 (November 2024)
- Submission on NSW State Budget 2025/2026 (December 2024)
- Submission to Homes NSW on Homes NSW Strategy Discussion Paper (January 2025)
- Submission to NSW Auditor General on the NSW Social Housing Performance Audit (March 2025)

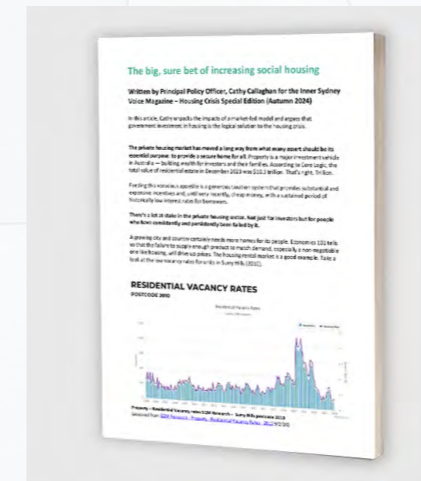
RESEARCH REPORTS



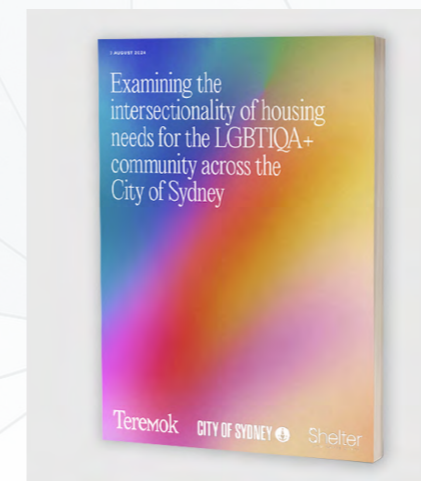
Strata-induced Precarity – Shelter NSW Discussion Paper
(August 2024)



Rental Affordability Index 2024 – NSW Metro and Rental Affordability Index 2024 – NSW Regional
(November 2024)



The big, sure bet of increasing social housing
(July 2024)



Examining the intersectionality needs for the LGBTIQ+ community across City of Sydney [Initial Research]
(August 2024)

JOINT STATEMENTS/LETTERS

- Transport Oriented Development Precincts, Joint letter, Shelter NSW/Ageing on the Edge Coalition (August 2024)
- The Federal Government must urgently step up to help renters in the private rental market access the benefits of home energy upgrades and meet climate change emissions reduction targets, Joint Statement signed by over 55 organisations (February 2025)
- Joint Letter on the Low to Mid Rise Housing Policy, Shelter NSW (February 2025)
- Joint letter with the Western District Housing and Homelessness Group on Fair Allocation of HAFF Funding to Regional Areas (June 2025)

MEDIA RELEASES

- Sydney rental prices highest in country as rental affordability hits record low, National Shelter/ Shelter NSW/SGS Economics Media Release (November 2024)
- 'Meanwhile use': Shelter NSW Media Release (December 2024)
- NSW Planning Minister: Tackling housing affordability, CEDA/Shelter NSW (March 2025)
- Seven in ten renters worried about asking for repairs, ACOSS/UNSW/Shelter Media Release (June 2025)
- Labor introduces landmark laws to crack down on misuse of affordable housing, Ministerial Media Release with Shelter NSW comments (June 2025)

GOAL 2 - GROW OUR MEMBERSHIP AND INCREASE ENGAGEMENT

In our mission to achieve meaningful and lasting change in the housing system, we rarely work alone. There are several reasons for this. First, as a membership and values-based organisation, we take great care to ensure that our policy positions and campaigns reflect the views and experiences of our members. Second, the complexity of the housing system and of some of the solutions required to fix it means that our small team must often seek the support and expertise of other stakeholders. Last but not least, in advocating for a fairer housing system Shelter NSW often encounters powerful and well-resourced opposition from those who benefit the most from our broken housing system, reinforcing the need for social justice advocates to create a united front to have a chance to be heard.

Because of this, we work in coalition with many partners, including but not limited to community services, community housing providers, tenant advocates, homelessness services, research organisations and think tanks, other peak bodies, and people with lived experience of homelessness and housing insecurity.

In short, we never walk alone. In 2024/2025, we have continued to work closely with Sydney Alliance and the recently formed Hunter Community Alliance. We were particularly proud to join not one but two Assemblies in March 2025. Those large public facing events invite decision makers to face diverse people and communities and discuss community driven solutions to the housing crisis. The two Assemblies were a great reminder of how much support Shelter NSW gets from its members and volunteers, with Barbel Winter speaking on behalf of Shelter NSW at the Hunter Community Alliance Assembly in Newcastle, and Cassandra Ngurah speaking in Western Sydney. Joined by over 800 people in Sydney and 650 in Newcastle, together, we highlighted the impact of the housing affordability and cost of living crisis on people living in lower



Barbel Winter, Shelter NSW volunteer, addresses the Hunter Community Alliance Assembly on Thursday 6 March

incomes, who rent their home or who are otherwise disadvantaged. We put forward our policy proposals for the Australian Government to do more so that people living on lower incomes have access to safe, healthy, and affordable housing.

Our Members Working Group – formed in 2024, also continues to provide ways for members to be more involved in our policy development and submission processes. This year, the Working Group has provided input into Shelter NSW response to the new Shared Accommodation Act, the NSW planning reforms, and the Fairer Future for the Inner West plan response, amongst many other housing topics.

No Shelter NSW annual report would be complete without mentioning the Tenants Union of NSW, which we have had the pleasure to work with for decades. Our work together felt like an incredible achievement this year, welcoming the long awaited and advocated for changes to the Residential Tenancies Act 2010 (NSW) outlawing ‘no-grounds’ evictions, commencing in May. Unfortunately, we had little time to enjoy this incredible win, with an almost immediate need to push back against evidentiary requirements being weakened, and the much important task of assessing and monitoring the operation of the new legislation.

Finally, the Shelter NSW team and board would like to extend a special thanks to our CEO, John Engeler. John’s leadership at Shelter NSW is defined by a deep commitment to collaboration and partnership-building across the sector and beyond, with industry, academia and government. John not only meets new people and partners regularly – so many that it can be hard to keep track! - but he also actively cultivates these relationships, ensuring Shelter NSW’s advocacy is grounded in shared values, evidence, and collective insight.



John Engeler moderating a panel at Property Council summit



Cassandra Ngurah, Shelter NSW volunteer, addresses the Sydney Alliance Assembly on Thursday 13 March.

As every other year, Shelter NSW has communicated regularly with both our 1,000+ monthly ebulletin subscribers and our members. Here are just a few of the topics covered by our communications in 2024/2025:

- State of the Housing System 2025 Report: analysis and statement (June 2025)
- A call to community housing providers: Connect with University of Sydney to evaluate the success of the NSW Social Housing Energy Performance Initiative (SHEPI) (May 2025)
- Can prefabrication contribute to easing housing shortages? The role of modern methods of construction (May 2025)
- Supreme Court finds ZeroBonds to be in breach of residential tenancy legislation (May 2025)
- Australian Federal Budget 2025: At scale investment in social housing missing in action to relieve cost of living crisis (April 2025)
- Western Sydney Draft Regional Affordable Rental Housing Contribution Scheme (March 2025)
- Essential worker inquiry: More affordable housing always welcome, but we must tread carefully (February 2025)
- Homes NSW Plan: How far could we get in 10 years? (February 2025)
- Better regulation of rent increases (February 2025)
- Home at last in Bellingen (December 2024)
- Apartments – a place that feels like home when you’re a kid (December 2024)
- Tier 1 Accelerated Transport Oriented Development Program finalised – clear wins for the community (December 2024)
- Build to rent reform: Affordability and security (December 2024)
- Rental Affordability Index (RAI) signals new levels of hardship across Greater Sydney and Regional NSW (December 2024)
- Renovate or detonate? Alternatives to the wrecking ball (November 2024)
- Engaging the Bellambi community about the future of its public housing estate (November 2024)
- NSW makes historic rental reform (November 2024)
- Public Housing – the original workers’ housing (October 2024)
- Buyers’ markets where no one wants to buy – the wrong kind of supply (October 2024)
- National Cabinet rental reforms fall short in protecting tenants (September 2024)
- Transport Oriented Development (TOD) program – pushing for density done fairly (September 2024)
- Strata-induced housing precarity – Shelter NSW Discussion Paper (August 2024)
- LGBTIQ+ community housing issues in the City of Sydney – an intersectional research approach (August 2024)
- Will the Broadmeadow precinct in Newcastle retain its working-class community? (August 2024)
- Prime piece of NSW Public Land to deliver 100 private dwellings – where is the public benefit? (July 2024)
- Orange & Landcom project – public housing please! (July 2024)

GOAL 2 - GROW OUR MEMBERSHIP AND INCREASE ENGAGEMENT

Our alliance and campaign partners include

- Renting alliances: Make Renting Fair, Better Renting and Healthy Homes for Renters state campaign
- A Place to Call Home
- Sydney Alliance, Quarterly Council meeting and Housing Team
- Hunter Community Alliance
- FONGA (Forum of Non-Government Agencies)
- National Shelter Council
- Human Rights Act for NSW Alliance
- Ageing on the Edge
- Opening the Door (Rights & Inclusion Australia)
- Building Better Homes
- Groundswell (Redfern/Waterloo)
- Western Sydney Community Forum
- Community Coalition for Healthy and Affordable Homes
- Joint initiatives with the Planning Institute of Australia



OUR MEMBERS SAY...

"Shelter is invaluable for providing a broad perspective on the challenges facing the housing & homelessness system."

"It's a thankless task. From where I sit at home, Shelter is persevering with advocacy in the face of resistance and apathy."

"I think Shelter NSW are doing a great job at educating the broader public on housing issues."

GOAL 3 - BUILD A STRONG & INDEPENDENT ORGANISATION

Over 2024/25, Shelter NSW has continued to build a strong, independent and resilient organisation.

First, our main source of funding, the NSW Community Sector Peaks Program funded by the Department of Communities and Justice, has been renewed for three years, with the possibility of a two-year extension, and we continue to receive strong support from our funding body. On several occasions, they have acknowledged that our formal reports give the NSW Government confidence that the NSW Peaks Program is a worthwhile investment.

Second, Shelter NSW remains an attractive employer. Our organisation supports professional growth and fosters a strong sense of shared purpose and values. Because we offer meaningful, purpose-driven work, state of the art office facilities, and an environment where diverse perspectives are welcomed, we have been able to continue to attract skilled, passionate and value aligned staff and board members. With a supportive team culture, and a clear commitment to social justice, Shelter NSW is a place where people feel valued and motivated to make a difference.

Diversifying our funding sources and achieving Public Benevolent Institution and DGR status remains a long-standing goal of Shelter NSW, and a challenge for many policy and research organisations, but we plan to continue making progress towards this goal, and to be able to provide a positive update next year.

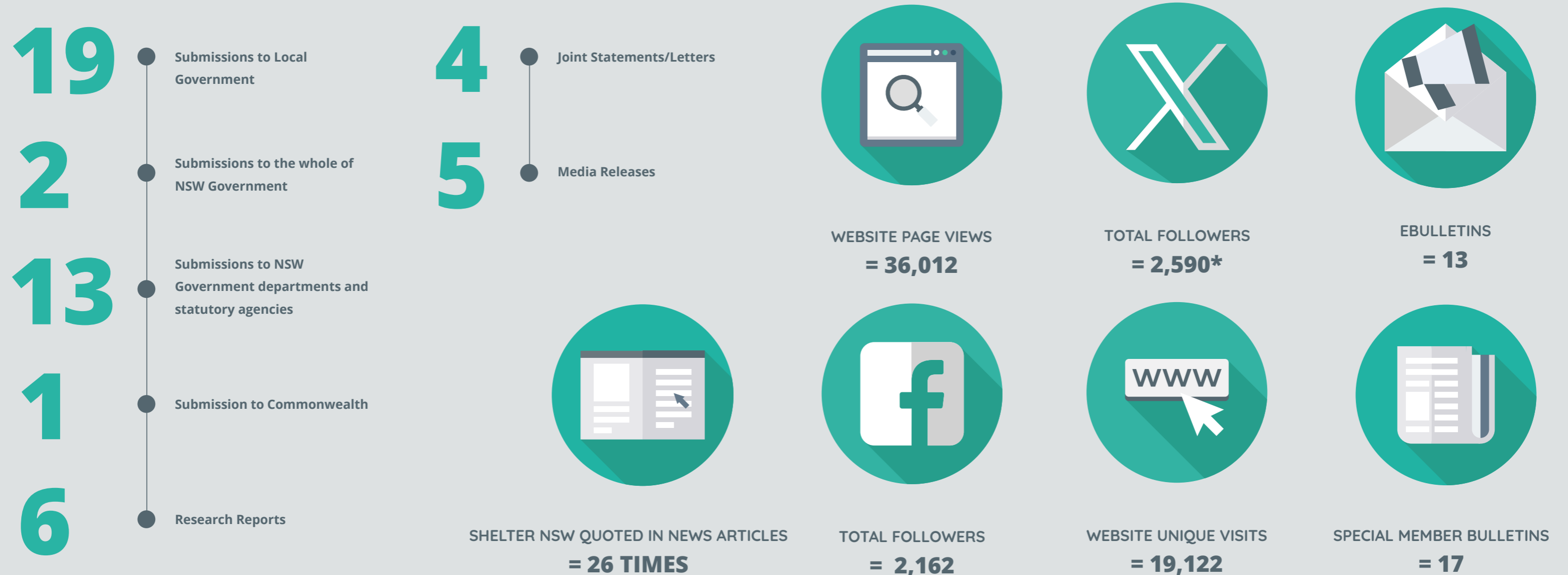
Finally, Shelter NSW has managed to remain nimble and relevant in the age of hybrid working, offering flexible work practices and combining the use of contractors with a can-do attitude from our core staff to get everything done with constrained funding and a small team!



OUR YEAR IN NUMBERS

Our Ebulletins, distributed to a 1,007 subscriber list have become a critical engagement tool and our Special Members Bulletins have helped keep our members updated on breaking news.

In 2024/25, Shelter NSW made detailed and informative submissions across all levels of government:



**Following change of ownership and content trends on the platform, Shelter NSW feels that Twitter/X is no longer aligned with our values and objectives. We have taken the decision to progressively withdraw from the platform and will be discontinuing our account next year.*

IN THE MEDIA

Government faces anger over affordable housing target shortfalls



Andrew Taylor
August 18, 2024 - 5:00am

Save Share 31 View all comments

GOVERNMENT FACES ANGER OVER AFFORDABLE HOUSING TARGET SHORTFALLS (TAYLOR, A. SYDNEY MORNING HERALD AUGUST 2024)

"A public and high-profile announcement of up to 15 per cent affordable housing rates was part of the density deal sold to the broader community"

John Engeler, Shelter NSW CEO

Rents for these two-bedroom units reach \$900 a week. Here's why they shouldn't



Michael McGowan
November 3, 2024 - 4:30pm

Save Share

RENTS FOR THESE TWO-BEDROOM UNITS REACH \$900 A WEEK. HERE'S WHY THEY SHOULDN'T (MCGOWAN, M. SYDNEY MORNING HERALD NOVEMBER 2024)

"When rents get very high ... you are calling something affordable that no one in their right mind would"

Principal Policy Officer, Cathryn Callaghan

'CALLS RAMP UP FOR SOCIAL HOUSING INVESTMENT AS AFFORDABILITY TIGHTENS ON THE MID NORTH COAST' (OMNYFM RADIO)

"Old fashioned government investment in social housing needed to help the squeeze in regional communities"

John Engeler, Shelter NSW CEO

NEWS NSW NEWS

Landmark NSW laws to crack down on affordable housing misuse

03/06/2025

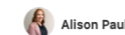
LANDMARK NSW LAWS TO CRACK DOWN ON AFFORDABLE HOUSING MISUSE (INSIDE LOCAL GOVERNMENT JUNE 2025)

"All too often legislation lags behind changes in the market – steps taken today by Government, especially for the Minister of Planning and the Minister of Housing and Homelessness, ensures that legislation for this growing area of alternative market housing is not having to play catch-up."

John Engeler, Shelter NSW CEO

Calls for next Coffs Council to take bold action on city's housing crisis

25 Sept, 2024



Alison Paul

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CALLS FOR NEXT COFFS COUNCIL TO TAKE BOLD ACTION ON CITY'S HOUSING CRISIS (PAUL, A. NBN NEWS SEPTEMBER 2025)

Housing advocacy group, Shelter New South Wales, is calling on the next Coffs Harbour Council to take bold action when it comes to the city's housing crisis.

"The trickle down effect does not work, even a substantial increase of supply of standard housing does not address the urgent need that exists now for people on low incomes."

John Engeler, Shelter NSW CEO

OUR MEMBERS

Total members = 198, including 149 (+18) Individuals + 49 Organisations (+6)

Shelter is a membership organisation. Our members are our strength, contributing expertise, energy, and passion for housing justice.

Shelter NSW membership has grown by 14% this year, including 18 new individual members and six organisational members. We are proud of our diverse and increasing membership and welcome any people or organisations who share our values and commitment to housing justice.

Please join by visiting www.sheltersnsw.org.au.

LIFE MEMBERS

Craig Johnston
Mary Perkins
Bill Randolph

INDIVIDUAL MEMBERS

Adam Antonelli
Adam Patrech
Adrian Thompson
Alan Morris
Alison Sheridan
Alistair Sisson
Ally Moore
Amelia Thorpe
Amity Lynch
Andrew Hazard
Anne Kricker
Anthony Agnew
Ariel Johnson
Barbara Squires
Barbel Winter
Ben McGowan
Ben Spies-Butcher

Bernie Coates
Bill Steenson
Brian Kelleher
Bronwyn Hutchings
Cameron Hawkins
Carly Boag
Carol Hoare
Cassandra Ngurah
Cat Coghlan
Catherine Crittenden
Catherine Stuart
Chris Bird
Chris Gambian
Clive Morgan
Craig J
Craig Lyons
Cuneyt Yusuf
Danielle Hynes
Danny Jang
David Connah
David Lilley
Diana Kelly
Don Perlgut

Eddie Ma
Eliza Putnis
Elizabeth Adamczyk
Emily Bullock
Garry Mallard
Geoffrey Turnbull
Harley Lockhart
Helen Esmond
Howard Bell
Isabella Mrljak
Jack FitzGerald
James Doyle
James Hill
James Sherriff
James Wilson
Janet Chappell
Jem Punthakey
Jenny Ross
Jessica Pinner
Jette Bollerup
Jo Karaolis
Jo Spengeler
Jonathan Raja

Judy Singer
Julie Blarasin
Julie Gordon
Julie Price
Justin Cawley
Karen van Woudenberg
Karine Shellshear
Kate Doherty
Kate Munro
Khandakar Farid Uddin
Kirsten Steedman
Kym Maree Sheehan
Laurence Troy
Leah Anderson
Len Hobbs
Linda McFadden
Liz Yeo
Louise Riley
Lucy Burgmann
Luke Miller
Malcolm Gillies
Mandy Rogers
Maree O'Halloran
Mark Nutting
Maryanne Sneddon
Matthew Gibson
Matthew Powell
Meighan Heard
Melanie Wood
Michael Zanardo
Mohammed Rahman
Murray Mayes
Myree Harris
Nadia Ballantine-Jones
Natalie Falvey
Nicholas Warren
Owen Butt
Paddy Harris
Pamela Madafiglio
Paul Andrews
Paul Coe
Paul Curtis
Peggy Lin
Philip Stubbs
Phillip Vassallo
Phoebe Herley
Phoebe Slack-Smith
Pilar Aberasturi
Poppy Dowsett
Rachel Ridely-Smith
Raynen Bajette Amos

Rhianna Keen
Robert Mowbray
Rozita Leoni
Sabrina Santos
Sally Trevena
Sandra Olarte Osorno
Sarah Nelson
Scott Hearne
Sean Johnson
Sebastian Aguilar
Shanaka Herath
Shona Christie
Simone Parsons
Skye Tito
Sophia Maalsen
Sophie Maiolo
Stacey Miers
Steve Shea
Sue Cripps
Susan Bailey
Sylvie Ellsmore
Tanya Lau
Terence Ho-Shon
Thomas Chailloux
Tony Gilmour
Tony Norris
Unis Goh
Verity Froud
Victoria Butterfield
Warren Gardiner
Will Roden
Zahra Nasreen
Zorica Lackovic
Zuzia Buszewicz

MEMBERS WORKING GROUP

Prof Alan Morris
Dr Alistair Sisson
Catherine Stuart
Eddie Ma
Cr Dr Elizabeth Adamczyk
Emily Valentine Bullock
James Hill
James Wilson
Dr Michael Zanardo
Murray Mayes
Poppy Dowsett
Sebastian Aguilar



ORGANISATION MEMBERS

Aged Care Placement Services
Alpha House Artist Housing Co-op
Armidale Women's Homelessness Support
Blue Sky Community Services
CHIA NSW
CatholicCare Diocese of Broken Bay
Central Coast Tenants Advice & Advocacy Service
City West Housing Pty Ltd
Combined Pensioners & Superannuants Association
Counterpoint Community Services
Domestic Violence NSW
Evolve Housing
Faith Housing Alliance
Fresh Hope
Friends of Erskineville
HIP V. HYPE
Habitat for Humanity Australia
Home in Place
Homelessness NSW
Housing Matters Action Group Inc.
Hunter Tenants Advice & Advocacy Service
Judith Stubbs & Associates
Lane Cove Uniting Church
Lee Howe Design

Mission Australia
My Best Life Australia Limited
NSW Council of Social Service
Newtown Neighbourhood Centre
North Coast Community Housing Company trading as Northern Rivers Housing
Northern Beaches Womens Shelter
People With Disability Australia Limited
Peter Vogel Legal
Platform Youth Services Ltd
Property Council of Australia - NSW Division
Rev Bill Crews Foundation
SGCH
Southern Youth And Family Services
St Vincent de Paul Society NSW
TRIAS
Tamworth Aboriginal Medical Services & Aboriginal Corporation
Tenants Union of NSW
The Salvation Army
Two Things
VanHomes Pty Ltd
WelcomeMat Holdings Pty Ltd
Wesley Community Services Ltd
Womens Housing Company
Yfoundations



TREASURER'S REPORT



VERITY FROUD
TREASURER

I am pleased to present Shelter NSW's audited financial report for the year ending 30 June 2025.

The organisation continued to perform well. For the 2024/25 financial year, Shelter NSW returned a small deficit of \$1,789 (compared with a deficit of \$77,819 last year).

Shelter NSW moves into 2025/2026 in a strong position. However, to ensure Shelter NSW's longevity, the leadership is actively exploring additional and more diverse funding to continue and enhance our work. This year that has included continuing work towards applying for Deductible Gift Recipient (DGR) status.

Shelter has continued to commit both grant funding and our own funds towards our work. The effective use of funding, and therefore our work, is demonstrated by the way in which we have been able to inform and influence government policy and priorities in the sector, and our ability to build awareness within the community.

Our primary funding is provided by the funding grant provided by the Department of Communities and Justice, which provides the bulk of our annual budget. For 2024/2025 we again fully acquitted all grant funds against the projects identified in the funding agreement.

The income and expenditure details are available in the accompanying financial statements, and all questions are most welcome.

In our 50th year we have been able to acknowledge the work and influence Shelter NSW has done and continues to do to ensure NSW is moving toward the objective of a secure home for all.

I acknowledge the outstanding support and commitment of the Chair of Shelter NSW, Simone Parsons. She who brings energy and passion for our work and to the sector. I would like to specially acknowledge Bill Steenson as the outgoing Treasurer, all the effort and support that he's given me over the last year have been invaluable. I also acknowledge and thank our Board members – they are all highly committed and very supportive, both individually and collectively. We again had the constant, thorough and practical support of the accounting and bookkeeping team at Purpose Accounting, particularly Alex Cowell and Olena Smazhenko. Their invaluable support encompasses everything from considered advice through to timely management of payments.

Lastly, I would like to acknowledge the highly capable staff of Shelter NSW, led by CEO John Engeler, with their outstanding collection of skills, knowledge and commitment. They all manage to do extensive work on a limited budget.





SHELTER NSW INCORPORATED
ABN 95 942 688 134

FINANCIAL REPORT - 30 JUNE 2025

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SHELTER NSW INCORPORATED
ABN 95 942 688 134

FINANCIAL REPORT - 30 JUNE 2025

BOARD MEMBERS' REPORT

The Board Members present the operating report of Shelter NSW Incorporated ('the Association') for the year ending 30 June 2025 and report as follows:

BOARD MEMBERS

The names and positions of the Board Members who held office during the year were:

Name of Board Member	Position Held
Simone Parsons	Chairperson
Bill Steenson	Deputy Chairperson (<i>since February 2025</i>); Treasurer (<i>until February 2025</i>)
Janet Chappell	Board Member and Secretary (<i>since February 2025</i>)
Verity Froud	Board Member and Treasurer (<i>since February 2025</i>)
Sophia Maalsen	Board Member and Secretary (<i>until November 2024</i>)
Kirsten Steedman	Board Member
Murray Mayes	Board Member
Paul Coe	Board Member
Elizabeth Adamcyck	Board Member (<i>appointed November 2024</i>)
Poppy Dowsett	Board Member (<i>resigned November 2024</i>)
Stephanie Oatley	Board Member (<i>appointed November 2024</i>)

The Board Members were in office for the whole of the financial year unless otherwise stated.

PRINCIPAL ACTIVITIES

The principal activities of the Association during the financial year were to provide advocacy on behalf of low-income housing consumers; production of housing newsletters; liaison with State and Federal housing authorities; participation in consultation on housing agreements and housing issues generally.

SIGNIFICANT CHANGES

There has been no significant change in the nature of the association's principal activities from the previous year.

OPERATING RESULTS

The operating result of the Association for the financial year was an operating deficit of \$1,787 (2024: deficit \$77,819).

AUDITOR'S INDEPENDENCE DECLARATION

The auditors' independence declaration for the year ended 30 June 2025 has been received and can be found on the following page.

Signed in accordance with a resolution of the Members of the Board:


William Steenson
Deputy Chairperson


Verity Froud
Treasurer

24 September 2025

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SHELTER NSW INCORPORATED
ABN 95 942 688 134

FINANCIAL REPORT - 30 JUNE 2025

AUDITOR'S INDEPENDENCE DECLARATION UNDER s60-40
OF THE AUSTRALIAN CHARITIES AND NOT-FOR-PROFITS COMMISSION ACT 2012
TO THE MEMBERS OF SHELTER NSW INCORPORATED

I declare that, to the best of my knowledge and belief, during the year ended 30 June 2025 there have been:

- (a) no contraventions of the auditor independence requirements as set out in the *Australian Charities and Not-for-profits Commission Act 2012* in relation to the audit; and
- (b) no contraventions of any applicable code of professional conduct in relation to the audit.



StewartBrown
Chartered Accountants



David Gallery
Partner

24 September 2025

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SHELTER NSW INCORPORATED
ABN 95 942 688 134

STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2025

	Note	2025 \$	2024 \$
ASSETS			
Current assets			
Cash and cash equivalents	5	400,537	361,377
Trade and other receivables	6	46,645	40,618
<i>Total current assets</i>		<u>447,182</u>	<u>401,995</u>
TOTAL ASSETS		<u>447,182</u>	<u>401,995</u>
LIABILITIES			
Current liabilities			
Trade and other payables	7	123,574	50,028
Employee benefits	8	13,691	36,295
<i>Total current liabilities</i>		<u>137,265</u>	<u>86,323</u>
Non-current liabilities			
Trade and other payables	7	1,773	2,205
Employee benefits	8	19,831	23,367
<i>Total non-current liabilities</i>		<u>21,604</u>	<u>25,572</u>
TOTAL LIABILITIES		<u>158,869</u>	<u>111,895</u>
NET ASSETS		<u>288,313</u>	<u>290,100</u>
FUNDS			
Accumulated funds		<u>288,313</u>	<u>290,100</u>
TOTAL FUNDS		<u>288,313</u>	<u>290,100</u>

The accompanying notes form part of these financial statements

SHELTER NSW INCORPORATEDSTATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2025

	Note	2025 \$	2024 \$
Revenue	4	<u>934,616</u>	<u>926,418</u>
		<u>934,616</u>	<u>926,418</u>
Expenses			
Administrative expenses		(170,392)	(132,049)
Employee benefits expense		(665,781)	(730,803)
Occupancy expenses		(48,915)	(49,895)
Project and research expenses		(21,045)	(41,425)
Small asset purchases		(115)	-
Travel and training expenses		(30,155)	(50,065)
		<u>(936,403)</u>	<u>(1,004,237)</u>
Surplus (deficit) before income tax		(1,787)	(77,819)
Income tax expense		-	-
Surplus (deficit) for the year		(1,787)	(77,819)
Other comprehensive income		-	-
Total comprehensive income (loss) for the year		<u>(1,787)</u>	<u>(77,819)</u>

The accompanying notes form part of these financial statements

SHELTER NSW INCORPORATEDSTATEMENT OF CHANGES IN FUNDS
FOR THE YEAR ENDED 30 JUNE 2025

	Accumulated Funds	Total
	\$	\$
Balance at 1 July 2023	367,919	367,919
Comprehensive income		
Surplus (deficit) for the year	(77,819)	(77,819)
Other comprehensive income	-	-
Total comprehensive income (loss) for the year	<u>(77,819)</u>	<u>(77,819)</u>
Balance at 30 June 2024	<u>290,100</u>	<u>290,100</u>
Balance at 1 July 2024	290,100	290,100
Comprehensive income		
Surplus (deficit) for the year	(1,787)	(1,787)
Other comprehensive income	-	-
Total comprehensive income (loss) for the year	<u>(1,787)</u>	<u>(1,787)</u>
Balance at 30 June 2025	<u>288,313</u>	<u>288,313</u>

The accompanying notes form part of these financial statements

SHELTER NSW INCORPORATED
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2025

	Note	2025 \$	2024 \$
Cash flows from operating activities			
Receipts from grants and members		1,074,363	999,281
Payments to suppliers and employees		(1,044,290)	(1,096,980)
Donations income		-	841
Interest received		9,087	8,870
<i>Net cash flows from operating activities</i>		<u>39,160</u>	<u>(87,988)</u>
Net increase (decrease) in cash and cash equivalents		39,160	(87,988)
Cash and cash equivalents at the beginning of the financial year		<u>361,377</u>	<u>449,365</u>
Cash and cash equivalents at the end of the financial year	5	<u><u>400,537</u></u>	<u><u>361,377</u></u>

The accompanying notes form part of these financial statements

SHELTER NSW INCORPORATED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2025

Note 1 - Corporate information

The financial report includes the financial statements and notes of Shelter NSW Incorporated (the Association). Shelter NSW Incorporated is registered under the *Australian Charities and Not-for-profits Commission Act 2012* and is domiciled in Australia.

Shelter NSW advocates reforms to government policy that addresses housing insecurity in all its forms, which involves engaging experts and communities to research and discuss solutions that are good for the economy, society and environment.

The registered address and principal place of business of the Association is:

262 Liverpool Street
Darlinghurst NSW 2010

The financial statements were approved by the Directors on 24 September 2025.

Note 2 - Basis of preparation

Statement of compliance

These general purpose financial statements have been prepared in compliance with the requirements of the *Australian Charities and Not-for-profits Commission Act 2012* and *Australian Accounting Standards - Simplified Disclosures*. The Association is a not-for-profit entity for the purposes of preparing these financial statements.

Basis of measurement

The financial statements, except for the cash flow information, have been prepared on an accruals basis and are based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and financial liabilities.

Comparatives

Where required by Accounting Standards comparative figures have been adjusted to conform to changes in presentation for the current financial year. Where the Association has retrospectively applied an accounting policy, made a retrospective restatement or reclassified items in its financial statements, an additional statement of financial position as at the beginning of the earliest comparative period will be disclosed

New and revised standards that are effective for these financial statements

Several amendments and clarifications to Australian Accounting Standards and interpretations are mandatory for the 30 June 2025 reporting period. These include:

- *AASB 2020-1, AASB 2022-6 and AASB 2023-3: Amendments to AASB 101 – Classification of Liabilities as Current or Non-current*
- *AASB 2023-1: Amendments to AASB 7 and 107 – Supplier Finance Arrangements*
- *AASB 2024-1: Amendments to AASB 1060 – Supplier Finance Arrangements: Tier 2 Disclosures*

The application of these amendments and clarifications have not had a material impact on the carrying values of the Association's asset, liability or equity balances; nor a material impact on the disclosures in the financial report nor the recognition and measurement of the Association's revenue or expenses.

SHELTER NSW INCORPORATED**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2025****Note 2 - Basis of preparation (continued)*****New standards and interpretations not yet adopted***

Certain new accounting standards, amendments and interpretations have been published that are not mandatory for 30 June 2025 reporting periods and have not been early adopted by the Association. These include:

- *AASB 18 – Presentation and Disclosure in Financial Statements* (applicable for the year ending 30 June 2028)
- *AASB S1 – General Requirements for Disclosure of Sustainability-related Financial Information* (applicable for the year ending 30 June 2026, depending on criteria qualification outcomes)
- *AASB S2 – Climate-related Disclosures* (applicable for the year ending 30 June 2026, depending on criteria qualification outcomes)

It is not expected that *AASB 18*, *AASB S1* or *AASB S2* will have a material impact on the Association in future reporting periods. *AASB S1* and *AASB S2* will only have mandatory application to entities required to report under Chapter 2M of the *Corporations Act 2001* for annual reporting periods commencing on or after 1 July 2025. The Association is currently assessing whether there will be any material change to disclosures in financial reporting in future years as a consequence of sustainability reporting requirements. As at the date of this financial report *AASB S1* and *AASB S2* do not have mandatory application to the Association as the Association prepares its financial report under the *Australian Charities and Not-for-profits Commission Act 2012* financial reporting framework.

Note 3 - Accounting policies

The material accounting policies adopted in the preparation of the financial report are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

Income tax

Shelter NSW Incorporated is a not-for-profit Charity and is exempt from income tax under Division 50 of the *Income Tax Assessment Act 1997*.

Goods and services tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO).

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the ATO is included with other receivables or payables in the statement of financial position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to, the ATO are presented as operating cash flows included in receipts from customers or payments to suppliers.

Revenue recognition

Amounts disclosed as revenue are net of returns, trade allowances and duties and taxes including goods and services tax (GST). Revenue is recognised for the major business activities as follows:

Grants and donations

Income arising from the contribution of an asset (including cash) is recognised when the following conditions have been satisfied:

- the Association obtains control of the contribution or the right to receive the contribution;
- it is probable that the economic benefits comprising the contribution will flow to the Association; and
- the amount of the contribution can be measured reliably at the fair value of the consideration received.

SHELTER NSW INCORPORATED**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2025****Note 3 - Accounting policies (continued)*****Cash and cash equivalents***

Cash and cash equivalents includes cash on hand, deposits held at call with financial institutions, other short-term, highly liquid investments with original maturities of three months or less.

Trade receivables

For all sources of recurrent income, trade receivables are recognised initially at fair value and subsequently measured at amortised cost, less provision for doubtful debts. Collectability of trade receivables is reviewed on an ongoing basis. Debts which are known to be uncollectible are written off. A provision for impairment in relation to doubtful receivables is established when there is objective evidence that the Association will not be able to collect all amounts due according to the original terms of receivables.

Employee benefits

Provision is made for the Association's liability for employee benefits arising from services rendered by employees to the end of the reporting period. Employee benefits that are expected to be settled within one year have been measured at the amounts expected to be paid when the liability is settled.

Provisions

Provisions are recognised when the Association has a legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result, and that outflow can be reliably measured. Provisions recognised represent the best estimate of the amounts required to settle the obligation at the end of the reporting period.

SHELTER NSW INCORPORATED

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2025

	2025 \$	2024 \$
Note 4 - Revenue		
Operating revenue		
Grants - NSW Department of Communities and Justice	912,755	879,763
Grants - Other	3,297	-
Membership fees	7,937	8,829
Other operating revenue	5	25,000
	<u>923,994</u>	<u>913,592</u>
Other revenue		
Donations	-	841
Interest income	10,622	11,985
	<u>10,622</u>	<u>12,826</u>
<i>Total revenue</i>	<u>934,616</u>	<u>926,418</u>
Note 5 - Cash and cash equivalents		
Cash at bank and on hand	150,537	111,377
Term deposits	250,000	250,000
<i>Total cash and cash equivalents</i>	<u>400,537</u>	<u>361,377</u>
Note 6 - Trade and other receivables		
<u>Current</u>		
Trade receivables	-	4,414
Interest receivable	7,288	5,753
Other receivables	5,000	5,000
Prepayments	34,357	25,451
<i>Total current trade and other receivables</i>	<u>46,645</u>	<u>40,618</u>
Note 7 - Trade and other payables		
<u>Current</u>		
Trade payables	44,708	12,145
Membership income in advance	4,417	6,018
Grants received in advance	49,403	-
GST payable	14,797	14,579
Other payables	10,249	17,286
<i>Total current trade and other payables</i>	<u>123,574</u>	<u>50,028</u>
<u>Non-current</u>		
Membership income in advance	1,773	2,205
<i>Total non-current trade and other payables</i>	<u>1,773</u>	<u>2,205</u>
Note 8 - Employee benefits		
<u>Current</u>		
Annual leave	13,691	36,295
<i>Total current employee benefits</i>	<u>13,691</u>	<u>36,295</u>
<u>Non-current</u>		
Long service leave	19,831	23,367
<i>Total non-current provisions</i>	<u>19,831</u>	<u>23,367</u>

SHELTER NSW INCORPORATED

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2025

	2025 \$	2024 \$
Note 9 - Key management personnel		
Remuneration of key management personnel		
The aggregate amount of compensation paid to key personnel during the year was:	<u>218,400</u>	<u>208,202</u>
Note 10 - Auditor's remuneration		
Fees paid to StewartBrown, Chartered Accountants:		
Audit of the financial report	6,700	6,400
Preparation of the financial report	1,800	1,700
<i>Total auditor's remuneration</i>	<u>8,500</u>	<u>8,100</u>
Note 11 - Government grants		
The Association has recognised government grant revenue from the following levels of government and departments:		
State - New South Wales		
Department of Communities and Justice	912,755	879,763
City of Sydney	2,700	-
Premier's Department	597	-
<i>Total government grants</i>	<u>916,052</u>	<u>879,763</u>
Note 12 - Commitments		
Operating lease commitments		
Commitments for minimum lease payments in relation to non-cancellable operating leases are payable as follows:		
Within one year	<u>14,054</u>	<u>-</u>
	<u>14,054</u>	<u>-</u>
The Association is committed to a short-term lease in relation to office rental.		
Note 13 - Contingent liabilities		
At balance date the Board Members of the Association are not aware of the existence of any contingent liability.		
Note 14 - Economic dependency		
The Board Members consider that the Association is economically dependent on revenue received from the New South Wales State government with respect to funding its program of activities. The Board Members believe that this funding will continue to be made available to the Association until at least the end of the grant funding period.		
Note 15 - Events occurring after balance date		
There were no significant events occurring after balance date.		

SHELTER NSW INCORPORATED
ABN 95 942 688 134


FINANCIAL REPORT - 30 JUNE 2025

BOARD MEMBERS' DECLARATION

The Board of Shelter NSW Incorporated declare that:

1. The financial statements, which comprises the statement of financial position as at 30 June 2025, and the statement of profit or loss and other comprehensive income, statement of changes in funds and statement of cash flows for the year ended on that date, and notes to the financial statements, including material accounting policy information, are in accordance with the New South Wales *Associations Incorporation Act 2009* and *Australian Charities and Not-for-profits Commission Act 2012* and:
 - (a) comply with *Australian Accounting Standards - Simplified Disclosures* (including Australian Accounting Interpretations), the New South Wales *Associations Incorporation Regulation 2022* and the *Australian Charities and Not-for-profits Commission Regulations 2022*; and
 - (b) give a true and fair view of the financial position as at 30 June 2025 and of the performance for the year ended on that date of the Association.
2. In the opinion of the Board, there are reasonable grounds to believe that the Association will be able to pay its debts as and when they become due and payable.

This declaration is made in accordance with a resolution of the Board.


 William Steenson
 Deputy Chairperson


 Verity Froud
 Treasurer

24 September 2025



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CHARTERED ACCOUNTANTS

SHELTER NSW INCORPORATED
ABN 95 942 688 134

FINANCIAL REPORT - 30 JUNE 2025

INDEPENDENT AUDITOR'S REPORT
TO THE MEMBERS OF SHELTER NSW INCORPORATED

Opinion

We have audited the financial report of Shelter NSW Incorporated which comprises the statement of financial position as at 30 June 2025, the statement of profit or loss and other comprehensive income, the statement of changes in funds and statement of cash flows for the year then ended, and notes to the financial statements, including material accounting policy information and the Board Members' Declaration.

In our opinion, the accompanying financial report of Shelter NSW Incorporated is in accordance with the New South Wales *Associations Incorporation Act 2009* and *Australian Charities and Not-for-profits Commission Act 2012*, including:

- a) giving a true and fair view of the Association's financial position as at 30 June 2025 and of its financial performance for the year then ended; and
- b) complying with *Australian Accounting Standards - Simplified Disclosures*, the New South Wales *Associations Incorporation Regulation 2022* and the *Australian Charities and Not-for-profits Commission Regulations 2022*.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibility for the Audit of the Financial Report* section of our report. We are independent of the Association in accordance with the auditor independence requirements of the *Australian Charities and Not-for-profits Commission Act 2012* and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We confirm that the independence declaration required by the *Australian Charities and Not-for-profits Commission Act 2012*, which has been given to the Directors of the Association, would be in the same terms if given to the Directors as at the time of this auditor's report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Board Members' Responsibility for the Financial Report

The Board of the Association are responsible for the preparation of the financial report that gives a true and fair view in accordance with *Australian Accounting Standards - Simplified Disclosures* and the *Australian Charities and Not-for-profits Commission Act 2012* and for such internal control as the Board determine is necessary to enable the preparation of a financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Board are responsible for assessing the Association's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Directors either intend to liquidate the Association or to cease operations, or have no realistic alternative but to do so.

The Board are responsible for overseeing the Association's financial reporting process.

SHELTER NSW INCORPORATED
ABN 95 942 688 134

FINANCIAL REPORT - 30 JUNE 2025

INDEPENDENT AUDITOR'S REPORT
TO THE MEMBERS OF SHELTER NSW INCORPORATED

Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

A further description of our responsibilities for the audit of the financial report is located at *The Auditing and Assurance Standards Board* and the website address is <http://www.auasb.gov.au/Home.aspx>

We communicate with the Board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



Stewart Brown
Chartered Accountants



David Gallery
Partner

24 September 2025



CONTACT US

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