



Shelter WA

Annual Report 2024-25

Acknowledgement of Country

Shelter WA acknowledges the Traditional Custodians of Country and their ongoing connection to land, waters and community. We pay our respects to all First Nations peoples and to the Elders past and present. We support the Uluru Statement from the Heart and our recognition and acceptance of your invitation to walk with you towards a movement of the Australian people for a better future.

Recognition of Lived and Living Experience

Shelter WA would like to recognise members of our extended community with a living or lived experience of homelessness or housing insecurity and thank you for your individual and collective advocacy and expertise, and contribution to this field of work.

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Shelter WA



Who We Are

Shelter WA is the peak body in Western Australia for the community housing and homelessness sectors.

Our Purpose

Facilitating an effective housing and support system that enables all to thrive.

Our Vision

That all people living in Western Australia have housing that enables them to thrive.

View a copy of our current [Strategic Plan for 2022-25](#) [here](#).

National Networks

Shelter WA is part of a network of state and territory based housing bodies working in partnership with National Shelter and the Community Housing 2025 Industry Association (CHIA) - now Australian Community Housing. Through this network, advocacy, policy and research occurs at a national level. Shelter WA has a seat on the National Shelter Council in late 2024, providing input from a WA perspective into national issues, with our CEO taking on the role as Secretary on the National Shelter Council. This strengthens Shelter WA's capacity to represent the interests of Western Australia at a national level, through participation in research, policy, advocacy and engagement. Shelter WA also takes part in the CHIA-led fortnightly peaks meeting to influence and contribute to national community housing policy.

In June 2025 CHIA merged with PowerHousing Australia to form Australian Community Housing. It is expected that community housing peaks across Australia will continue their co-operation, information sharing and networks with the new national entity.

Acknowledgement of Support

We acknowledge the ongoing support from:

- Department of Communities, Government of Western Australia
- Department of Social Services, Australian Government
- Sisters of St John of God
- Western Australian Council of Social Service (WACOSS)
- Lotterywest
- Beyond Bank
- The McCusker Centre for Citizenship, University of Western Australia
- Our members
- Our partners and stakeholders

Chair's Report



This year, Shelter WA has continued its vital work to create a fairer, safer, and more affordable Western Australia for everyone. The projects we've championed – and the people who work tirelessly behind the scenes – are a testament to the dedication, resilience, and vision within our community.

I am immensely proud of the work Shelter WA does: from supporting Aboriginal Controlled Housing Organisations to register as community housing providers, to amplifying the voices of those with lived experience of housing insecurity through the HOME initiative.

A particular highlight this year has been the announcement of the Capacity Building Initiative, which will support the growth of the community housing sector over the next four years – strengthening capability, improving service delivery, and helping increase housing stock across the state. Shelter WA's work continues to be an inspiring example of positive, system-wide change, and I'm grateful to have played a small role in advancing that mission.

It has been my privilege to serve as both a Board member and Chair of Shelter WA. In this time, I have been constantly inspired by the stories of strength, courage, and resilience shared by people across Western Australia – stories that have emerged amid the worst housing crisis in living memory. We are living in a system increasingly geared toward treating housing as a vehicle for wealth creation, rather than as a fundamental human right. For too many people, the dream of a secure, affordable home is now out of reach. That must change.

I want to extend my heartfelt thanks to our members. Your commitment and advocacy have been instrumental to Shelter WA's impact – through your ongoing support, participation in events, and tireless work to push for a more equitable housing system. It has been a privilege to witness your efforts up close.

To the Shelter WA Board – both past and present – thank you. I have learned so much from your insights, your ethical leadership, and your shared commitment to strong governance and positive change. And to the Shelter WA staff – your passion, talent, and dedication are the foundation of this organisation's success. From policy to communications, training to operations, the work you do is extraordinary. A special thank you to Kath Snell for her strong leadership and steady stewardship of the organisation during a time of great complexity and need.

As this is my final term as Chair, I step down with mixed emotions. I celebrate the incredible people I've had the honour of working alongside, and the progress we've made. But I also leave with concern for the deepening inequality in our society, underpinned by a persistent, state-wide housing crisis. We cannot afford to accept the status quo.

Chair's Report

We must ask ourselves: what kind of Western Australia are we building for the next generation? Will they inherit a housing system that is fair, inclusive and accessible – or one increasingly shaped by market forces, pushing us further away from a society where everyone can live with dignity?

We need a long-term and courageous housing strategy. One that ensures every Western Australian has access to a safe, secure, and affordable home – not as a privilege, but as a basic right. I know that Shelter WA will continue to be a leading voice in that fight, and I leave confident that the organisation is in strong hands. There is much work to do.

Kieran Wong
Chair

CEO's Report



As I approach three years in this role, I reflect on the past year with mixed emotions. On a personal level, I've found this year to be the most manageable so far—largely due to the strength of relationships we've built, the trust within our team, the healthy and constructive conversations we've had, and a deeper understanding of the role and its responsibilities. I'm incredibly grateful for the talented and committed team around me, and the strong partnerships we continue to grow.

It has also been heartening to see housing and homelessness issues gaining greater visibility—both in the media and on government agendas. We welcomed several important announcements regarding increased investment in social and affordable housing, as well as growth in the number of community housing-managed properties. These are positive steps in the right direction.

Yet, with this progress comes a deep sense of frustration and sadness. The rates of homelessness continue to rise, and more people than ever are turning to specialist homelessness services. Despite the tireless efforts of so many, we have not yet turned the corner we're all working so hard to reach.

There were, however, some significant highlights this year worth celebrating. Our advocacy for Capacity Building funding for the community housing sector was successful, welcomed as an election commitment. This investment will support the sector's development over the next four years and is a testament to the collective voice of our members and partners.

Our projects also advanced meaningfully, and we proudly ended the year with two Aboriginal Community Housing Organisations officially registered—an important milestone for culturally responsive housing provision.

The HOME project continued to grow, shaped by the voices of those with lived experience. We're also pleased to be establishing the Homelessness Advocacy Collective, which will further strengthen lived experience input into policy and practice.

While we always wish we had more time resources to connect face-to-face, we were able to engage regionally again this year—and as always, these visits were incredibly valuable and grounding.

Another key highlight for me personally was joining the WA Working Group for Youth Foyers as Co-Chair alongside Phillipa Boldy from Anglicare. We're advocating for the expansion of this evidence-based model that provides young people with tailored accommodation and support as they pursue education or employment—a powerful intervention, that works!

CEO's Report

To our members: thank you. Your resilience, selflessness, and unwavering commitment continues to inspire. We recognise the emotional toll this work can take—burnout, frustration, and "sector sadness" are all real. Your dedication does not go unnoticed.

To our Shelter WA team: your performance this year has been exceptional. You've taken on additional responsibilities, stayed resilient during challenges, and continued to support one another and the broader sector. I couldn't be prouder.

A special thanks to our Board for your steady guidance and support—particularly to our new members, who have quickly stepped into their roles and shown deep engagement in the organisation's mission and needs.

Looking ahead, we are about to embark on our next strategic planning journey—one we approach with energy, hope, and a shared determination.

Thank you all for your outstanding work, your dedication, and the deep sense of responsibility you bring to ensuring every person has a place to call home.

Here's to the year ahead—may it be the one where we begin to see the numbers fall, and turn that long-awaited corner.

Kath Snell
CEO

Strong Voice and Influence

Strategic Plan Lever 1



Goal: Drive Partnerships and Relationships

Membership

A significant review of membership fees for the 2024-2025 year did result in the non-renewal of some members as members' strategic priorities were reconsidered.

At year end Shelter WA represents 72 Organisation Members, 10 Associate Members and 20 Individual Members. It is hoped that as Shelter WA's advocacy continues to have impact the membership will continue to grow.

72	Organisational Members
10	Associate Members
20	Individual Members



Shelter WA continues to represent regional membership with 44% of Organisational Members being regionally based.

The increase in membership fees resulted in membership revenue increasing by 165%, providing a solid revenue stream and improving financial sustainability.

Connecting with regional WA during Homelessness Week 2024

Shelter WA's theme for Homelessness Week 2024, "Homelessness Action Now", called on the community to come together to understand, support, and activate solutions to end homelessness. The aim was to encourage collective action and deeper engagement with the systemic and local challenges contributing to housing insecurity across Western Australia. Building on the success of the 2023 grants program, funding from Lotterywest enabled both metropolitan and regional communities to host events and deliver targeted projects that highlighted the unique challenges and potential solutions within their local contexts, while showcasing the breadth of engagement and innovation across the state.

Homelessness Week 2024 event summary:

- Three events were hosted during Homelessness Week
 - Understanding Homelessness
 - Lived Experience Advocacy in Homelessness
 - Homelessness – Taking Action Now
- \$125,000 of grant funding resulted in:
 - 28 events and initiatives were hosted involving 48 organisations
 - Regional events across seven regions
 - 18 regional events or initiatives across nine regional locations
 - Ten metro events or initiatives

Strong Voice and Influence

Strategic Plan Lever 1



A key feature of Homelessness Week 2024 was the active inclusion of Lived Experience advocates in both the planning and delivery of events. Their involvement was instrumental in breaking down stigma, fostering empathy, and encouraging broader community participation. Shelter WA also provided capacity-building opportunities for advocates, including:

- Safe storytelling and public speaking
- Media engagement
- Leading and supporting advocacy events
- Committee participation
- Developing educational and advocacy resources
- Supporting people with diverse needs and strengths in their advocacy journeys

Insights and feedback gathered throughout the week were captured in the Homelessness Week 2024 Report, which identified several key themes:

- The importance of data-driven, person-centred, and place-based solutions
- Rising homelessness among older people
- The role of media in shaping public understanding and driving change
- Tackling NIMBYism through local government leadership
- Addressing the underlying drivers of homelessness
- The need for urgent and innovative action
- Persistent shortages in both short- and long-term accommodation
- The ongoing challenge of youth homelessness
- Increasing competition for home ownership
- The impact of interstate investors
- Critically low vacancy rates for affordable rentals

These findings have directly informed Shelter WA's ongoing policy and advocacy work and directly contributed to our Election Platform for the 2025 State Election.



Strong Voice and Influence

Strategic Plan Lever 1



State Budget consultations

Our State Budget Submission built on the consultation we undertook to develop our Election Platform, and is a concise summary of the budget asks that were included in the Election Platform.

Shelter WA policy position consultations

Following consultations with Shelter WA members and key stakeholders, the Shelter WA Policy Positions were updated to incorporate recent policy developments, and to accurately capture the views of the sector. The updated policy positions were published [on our website](#) in October 2024.

Letters and communications with government

In response to concerns raised by the sector, we engaged in additional communications with government on emerging and key issues, including:

- Letter to the Hon. Minister Carey MLA and the Housing Supply Unit Treasury Department regarding concerns with accuracy of residential vacancy rates
- Letter to the Hon. Minister Carey MLA regarding the HEART Recommissioning Process
- Letters to key Members of Parliament and candidates outlining election priorities under Shelter WA's election platform
- Letters to the newly elected and re-elected Members of Parliament following the WA State Election 2025
- Letter to the Mental Health Commission outlining key considerations for the new WA Mental Health and AOD Strategy
- An issues paper on the Operational Policies Contributing to Homelessness

Community Housing Industry Strategy Group

Shelter WA convenes the Community Housing Industry Strategy Group (the ISG), a governance body of community housing sector representatives that provides advice to Shelter WA on sector strategic policy, advocacy and growth. Meetings are held quarterly, with some out-of-session input on more pressing policy and advocacy matters.

Throughout this year, the ISG provided valuable insight and guidance as we developed our key advocacy and sector development priorities such as our WA Election Platform and Pre-Budget Submission.

Strong Voice and Influence

Strategic Plan Lever 1



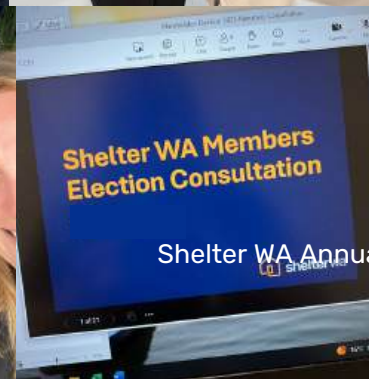
Goal: Influence Policy and Legislative Change

WA State Election Platform

The state election in March 2025 provided a timely opportunity for Shelter WA to actively campaign on the bold measures we wanted all parties to adopt. We;

- Developed a State Election Platform, through which Shelter WA engaged in more than 15 instances of consultation, considering input from over 100 people including our members, people with lived experience and other stakeholders,
- Held an Election forum which was sold out and received wide media coverage and huge engagement with our members,
- Released an Election Promise tracker which actively monitored all announcements made over the campaign against our asks, and was updated daily during the campaign, and
- Instigated a proactive media strategy in the lead up to and during the campaign, resulting in 281 total media mentions with an estimated potential audience reach of over 15 million across print, online, TV, and radio platforms

Party/Independent	Commitment Made	Date	Cost	More Information	Alignment to Shelter WA Election Platform or Policy?	Shelter WA Response
Labor	New capacity-building program to deliver more community housing	05 Feb 2025	\$6,000,000	Click to view announcement here	Aligned	View media release
Labor	Expand the HEART outreach program across Perth and Mandurah	05 Feb 2025	\$10,400,000	Click to view announcement here	Partially Aligned	
Labor	Grow the Housing First Support Services in and around Bunbury	05 Feb 2025	\$3,100,000	Click to view announcement here	Partially Aligned	
Greens	Push the WA Parliament to legislate the right to a home	05 Feb 2025	Not disclosed	Click to view announcement here	Aligned	
Greens	Mandate sustainable housing standards in all	05 Feb	Not disclosed	Click to view announcement here	Aligned	



Strong Voice and Influence

Strategic Plan Lever 1



Building upon our previous budget asks, our 2025 State Election Platform, and our 2025-2026 Pre Budget Submission, called for policy and budget measures to:

- Fix the Shortage of Social and Affordable Housing
- Relieve Cost of Living Pressures for Vulnerable Households and Renters
- End Homelessness, Starting with Rough Sleeping
- Boost the Capacity of the Homelessness and Community Housing Sector to Respond to the Crisis
- Close the Housing Gap, and
- Make New Homes Accessible.

Through our advocacy, we were proud to secure several election commitments. Our Election Platform included 40 asks, resulting in:



Securing a \$6 million Community Housing Capacity Building program within a \$19.5 million new investment package for homelessness and housing



Achieving 46 election commitments across all parties that fully or partially aligned with our platform

We achieved record engagement with our Election Promise Tracker and weekly election wrap, sent to over 2,000 members and supporters via email in the weeks leading up to and immediately after the 2025 State Election.

Our Election Tracker framework was adopted nationally by Everybody's Home for their federal election campaigning just two months later.

Pilbara Housing Investment Strategy

Shelter WA partnered with WACOSS to produce a plan for sustainable investment in affordable housing in the Pilbara, with the support of Lotterywest and BHP. Elysian Consulting was engaged to undertake the work. The project included consultation with community services organisations in the Pilbara, examination of recent policy changes and funding mechanisms and work happening already in the Pilbara. The aim of the report is to identify key enablers and actionable recommendations to build local capacity and grow affordable housing in the region. The report was launched 7 July 2025 and is available [on our website](#).

Strong Voice and Influence

Strategic Plan Lever 1



Leadership in the Make Renting Fair Campaign

Shelter WA is proud to continue as foundation member of this campaign, the goals of which have only become more urgent given the deepening of the rental crisis over this financial year.

After securing the first tranche of reforms in April 2024, the campaign has now turned its attention to what it would like to see in the second tranche of reforms to the Act with a focus on safe, secure and healthy homes. This means introducing minimum standards, consulting on changes needed for boarders, lodgers and students, rent stabilisation measures and the removal of no ground's evictions, privacy concerns, and greater funding for supporting tenancies.

In November 2024 the Make Renting Fair Alliance spearheaded a campaign to secure minimum standards across all of WA's 700,000 rental homes – and was proud to release a substantive report *'Out with the Mould – Setting the Standards for WA Rental Homes'*. We briefed the Hon. Minister Carey MLA and Department of Communities and continue to advocate for this crucial reform.

Key figures:

- 31 members of the Make Renting Fair Alliance
- 1,200 renters on our database
- One report published and presented to then Minister for Commerce Sue Ellery, the Department of Consumer Protection, and various Members of Parliament

Engagement with government on the recommissioning of homelessness services

Shelter WA contributes to the WA Government's Commissioning Working Group, as well as the Homelessness Commissioning Reference Group. Shelter WA also consulted with communities on the design and composition of the Homelessness Commissioning Reference Group. For the 2024-25 Financial Year, participation included:

- Participation at four Homelessness Commissioning Reference Group meetings
- Participation at three Commissioning Working Group meetings



Strong Voice and Influence

Strategic Plan Lever 1



Media

Shelter WA's presence in the media continues to grow, and we have become the "go to" for all media outlets. Providing a strong voice on behalf of our members and the wider community and being able to provide the evidence base for our advocacy asks in the public realm is a core function of being a peak body and something we are proud of.

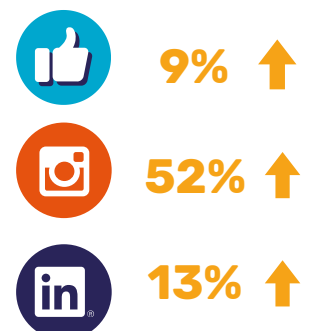


This year Shelter WA achieved:

- 1605 media items across the year with a potential audience reach of about 48 million – this compares to 950 media mentions of Shelter WA last financial year and represents almost double in terms of our coverage and impact.
- Coverage included 46% online, 39% radio, 12% TV and 3% in print
- We enjoyed a strong national and state broadcast footprint:
 - 43 mentions on ABC News Breakfast
 - 27 mentions on the Today Show
 - 24 mentions on 10 News First
 - 21 mentions on Nine News Afternoon Edition
 - 15 mentions on Seven News
- We had a strong pickup from The West Australian with 19 print items over the year
- we're proud to have a wide-ranging regional online presence with stories in the Kimberley Echo, Bunbury Herald, Great Southern Herald, Broome Advertiser and Albany Advertiser
- we published 12 media releases ([media releases can be found here](#))

Digital media and marketing

In the 2024-25 year the marketing and events team have continued to make a concerted effort to focus on the type and purpose of content shared across our primary social media platforms of Facebook and Instagram, and to leverage the opportunity to connect with the sector and interested parties on LinkedIn. This has continued to result in a growth in followers and engagement across all platforms.



Strong Voice and Influence

Strategic Plan Lever 1

In keeping with the focus on digital marketing platforms, the more team and people focused content shared, the more interaction occurs across all platforms. This has assisted the audience to better get to know the people behind the scenes at Shelter WA, as well as across the sector. In addition to static content, there has been an emphasis on including more video content. This provides a different, and often more engaging way for an audience to interact with organisations across digital media and marketing platforms.

Alongside the use of online platforms, Shelter WA has published 12 monthly newsletters and sent 41 member updates to our email subscriber community during the year. Content shared in email format to our community continues to focus on both Shelter WA and sector news, as well as including more information about our members, the team, our events and sector publications and accomplishments. Overall, open rates for all emails have continued to be higher than industry standards.

Goal: Advocacy to government for place-based needs for suitable housing mix delivery

Our Election Platform and budget advocacy included renewed calls for cost-of-living relief to be delivered through a 'healthy homes' retrofit of social housing. We continue to advocate strongly for this initiative as it provides deep, permanent cost-of-living relief to WA households most in need.

Priority 2 Relieve Cost of Living Pressures for Vulnerable Households and Renters
Commitments Sought included:

- Commit to a state wide social housing energy efficiency upgrade program to provide deep and permanent cost of living relief, as well as health and wellbeing benefits for WA's 43 700 lowest income households living in social housing.
- Introduce minimum standards for all rental homes. Standards would cover the basics including dwelling structure, safety and security, and also phase in a Healthy Home standard to improve thermal comfort and energy efficiency – which would provide permanent cost of living relief through reduced utility bills. Introduce a complimentary range of low or zero interest loans, rebates and grants to enable landlords to meet the new standards.



Strong Voice and Influence

Strategic Plan Lever 1



We will continue to strongly advocate for energy upgrades as a key way to ease cost of living pressures, improve thermal comfort and health outcomes for tenants, and reduce greenhouse gas emissions.

The budget did not deliver on these asks. The Government is rolling out limited social housing energy performance upgrades co-funded by the Federal Government, targeting up to 4,300 remote and regional social houses with upgrades 'including hot water systems and lighting'.

We will continue to strongly advocate for energy upgrades as a key way to ease cost of living pressures, improve thermal comfort and health outcomes for tenants, and reduce greenhouse gas emissions.

WA State Election Forum

In February 2025, Shelter WA hosted an Election Forum featuring key political representatives to discuss solutions for Western Australia's housing and homelessness crisis. Candidates presented their visions for boosting social and affordable housing, followed by a Q&A moderated by ABC Journalist Nadia Mitsopoulos.

Attendees also engaged directly with candidates during an audience Q&A. The event was free, open to the public, and streamed live on Facebook. It aimed to highlight candidates' policy commitments on housing ahead of the 2025 WA State Election. Speakers included the Hon. John Carey MLA (Labor), the Hon. Steve Martin MLC (Liberal), the Hon. Dr. Brad Pettit MLC (Greens), and Shane Love MLA (Nationals).

202 people registered to attend, with 150 attending in person, resulting in an in-person attendance rate of 74.25%. Additionally, upwards of 30 individuals watched live on Facebook at any given time. In the week following the event, the replay had been viewed over 1,300 times, demonstrating high engagement for and interest in this type of content on our Facebook page.

The forum reinforced Shelter WA's role as a key advocate in the housing sector, strengthening relationships with government and political leaders while enhancing our profile as a trusted voice in policy discussions.



Strong Voice and Influence

Strategic Plan Lever 1



We will continue to strongly advocate for energy upgrades as a key way to ease cost of living pressures, improve thermal comfort and health outcomes for tenants, and reduce greenhouse gas emissions.

Advocacy for regional housing and homelessness plans

Wait times, rent prices, and even a lack of homes for local workers are severely impacting regional communities in ways unthinkable in a modern society. Each region deserves a place based and urgent plan unique to its own needs and community.

Our Election Platform and budget advocacy included calls for a place-based vision for the regions with funding for regional housing and homelessness plans, that cover:

- The unique housing, demographic, economic, cultural, and climate needs of our communities across the regions.
- Commitment to deliver additional essential worker and Government Regional Officer Housing (GROH) in each region to reduce pressures on local rental markets.

We have participated in Government consultation workshops, advocating for sector priorities as their work on regional level housing and homelessness plans continues.



Subject Matter Expertise

Strategic Plan Lever 2



Goal: Lead Effective Collaboration to Achieve Housing and Service System Reform

Community Housing Partnership Steering Group (CHPSG) working towards a community housing growth strategy

Shelter WA's CEO, Kath, serves as co-chair of the Community Housing Partnership Strategy Group (CHPSG) alongside the Department of Housing and Works. The primary objective of this group is to offer strategic advice to the Minister for Housing and Works, regarding the future direction of the community housing sector. This includes the development of short, medium, and long-term reform priorities. The group's work enables a concentrated focus on key priorities within the sector, including the growth strategy for community housing.

Advocacy for Community Housing Capacity Building in the WA State Budget Submission and beyond

A key priority in Shelter WA's Pre-Budget Submission and Election Platform was to Boost the Capacity of the Homelessness and Community Housing Sector to Respond to the Crisis, including:

1. Establish a Community Housing Capacity Building Program.
2. Establish a program for management transfers of 500 new social housing dwellings per year to Tier 2 and 3 CHOs.

During the WA election campaign, the Labor, Liberal and Greens parties all committed to Shelter WA's first ask for a Community Housing capacity building program. This was fully delivered in the 2025-26 Budget, with inclusion of the \$6 million Community Housing Capability Program.

While the second ask has not been delivered, Shelter WA has been heartened to see recent WA government social housing projects have offered dwellings at cost price for Community Housing Organisations to purchase or be provided to CHOs for management. We are continuing to advocate for a government commitment to management transfers as part of a CHO growth strategy.

Subject Matter Expertise

Strategic Plan Lever 2



Advocacy for urgent investment in affordable housing

A key priority in Shelter WA's Pre-Budget Submission and Election Platform was to Fix the Shortage of Social & Affordable Housing, with the following commitments sought:

1. A quick win for rental supply through stronger regulation of the short-term rental accommodation (STRA) industry and stronger interventions to return vacant properties to the market (such as vacancy taxes and caps on STRA).
2. Establish a WA Affordable Rental Housing Scheme.
3. Build on the success of the My Home project at scale.
4. Commit to bold evidence-based targets to solve the housing crisis through adequate funding, incentives and policy mechanisms.
5. Commit to adequate resources and funding to enshrine these targets in the WA Housing Strategy 2020-2030 and report against these targets annually.
6. Commit to a new place-based vision for the regions with funding for regional housing and homelessness plans.
7. Establish a WA Housing Future Fund.

None of these were directly delivered in the 2024-25 budget, however the WA Government's commitments did include:

- \$246m to deliver an additional 548 social and affordable homes
- \$75m Build to Rent Kickstart Fund
- \$30m development of the Dorrien Gardens precinct
- \$177.4m for the maintenance of social housing
- \$104m for Government Regional Officer Housing (GROH) new build program
- \$50m housing innovation fund
- \$25m for a new Regional Housing Support Fund
- \$5m to support 14 key worker homes in Kununurra

Shelter WA is continuing to advocate for an urgent government response, using a range of policy and funding measures, to respond to the increasing urgent and growing lack of affordable housing.



Subject Matter Expertise

Strategic Plan Lever 2



Goal: Identify and Influence Industry Reform Opportunities to Deliver Optimal Housing Solutions

Housing First Homelessness Advisory Group (HFHAG)

Our CEO, Kath, is a member of the Housing First Homelessness Advisory Group, alongside key representatives from various sectors. The group was established by the then Minister for Homelessness and the Department of Communities (Communities) with the aim of advancing the implementation of the Housing First strategy and promoting a Housing First approach throughout the homelessness system.

The Advisory Group offers ongoing, practical advice to the Minister for Homelessness, now, Minister Swinbourn, helping to identify reform opportunities, support the rollout of Housing First initiatives, and address obstacles to accessing the current system. Kath has found the open discussions and presentations from both the sector and government to be valuable and engaging, and looks forward to the next iteration, with particular focus on the second five-year action plan.

Engagement with Government on Common Ground

In preparation for the launch of the first two dedicated Common Ground supportive housing facilities in WA, we have worked closely with the Common Ground project team at the Department of Communities, providing technical advice and feedback as the facilities progress towards their operational phase. During this financial year, this has included:

- Participation in six Project Advisory Group meetings
- Six bilateral meetings with project staff
- Participation in sector information sessions



Subject Matter Expertise

Strategic Plan Lever 2



National Shelter Policy Network

Shelter WA continues its participation in the National Shelter Policy Network. This group meets monthly to discuss emerging policy issues at the national level and share new research and opportunities. Our CEO, Kath, took on the role as Secretary of the National Shelter Council in October 2024. Through these connections, Shelter WA has provided input and garnered knowledge on key housing and homelessness issues at the national level, including funding for national peaks, the advocacy for tax reforms, and reporting on rental affordability.

These engagements demonstrate our commitment to fostering collaboration and sharing knowledge within the housing and community sectors, across the country.

National rental standards and energy upgrade networks

As a foundational member of Make Renting Fair, Shelter WA participates in national groups working for rental reforms including minimum rental standards and energy upgrades for tenants (including social housing tenants). This includes the Healthy Homes for Renters (HH4R) network and Better Renting.

We share the 'WA experience' and draw from successful approaches in other jurisdictions to advocate for rental reforms and energy upgrades so desperately needed across all WA rental stock.

Conference attendance

Shelter WA was actively engaged in a range of sector conferences and events throughout the year, strengthening our role in housing and community discussions.

Our CEO, Kath Snell, attended the National Shelter Council in the Gold Coast in September 2024.

In April 2025, members of the Shelter WA team participated in the WACOSS Conference, contributing to conversations on social policy and community wellbeing.



Subject Matter Expertise

Strategic Plan Lever 2



A Shelter WA representative attended the Fair Ground Conference in June 2025, while another representative took part in the Homelessness Conference in the Gold Coast during the same month, gaining insights into national approaches to homelessness and service delivery.

These engagements highlight our ongoing commitment to collaboration, advocacy, and sector leadership in addressing housing and community challenges.

Hear of My Experience (HOME) Project

Shelter WA is privileged to be collaborating and advocating alongside people with lived and living experiences of homelessness and housing insecurity through the HOME (Hear of My Experience) Project to design, develop and deliver peer led education programs, sector and peer to peer workshops. The aim is to amplify the voices of people with a living and lived experience and advocate for social and systemic change for people experiencing homelessness and housing insecurity.

The Home Project codesign team have worked towards

- The establishment and implementation of Dimensions of Homelessness: A lived experience speakers initiative.
- The establishment and implementation of Peer and Sector Workshops and education programs.
- The establishment of the Homelessness Advocacy Collective, a grassroots (unincorporated) organisation dedicated to ensuring that individuals with a lived experience of homelessness and housing insecurity have a powerful voice in shaping the policies and services that affect their lives.

The HOME project is generously funded by the Sisters of St John of God and the current work being undertaken by the HOME Project codesign team builds on the foundational work from previous years.



Subject Matter Expertise

Strategic Plan Lever 2



Lived Experience Human Resources Engagement Project

With the support of a WACOSS Capacity Building Grant, and in collaboration with the Financial Counsellors' Association of WA, and Kim Hutchinson, a Lived Experience Consultant, our Human Resource Engagement project is identifying the legal options available to organisations that wish to engage people with lived experience.

We're codesigning resources with people with relevant lived experience and working with other peaks and NGOs in the housing and homelessness sector to improve practice and confidence when engaging people with lived experience expertise. This project has been extended to run through to September 2025 with resources available until the end of 2025.



Sector Capability, Capacity and Sustainability

Strategic Plan Lever 3

Goal: Facilitate Strong Community Housing and Homelessness Sectors

Supporting Aboriginal Community Housing Organisations (ACHOs)

With funding from Sisters of St John of God (SSJG) we worked with Southern Aboriginal Corporation and Murchison Region Aboriginal Corporation. This project support helped to further their journey towards registration. Goldfields Indigenous Housing Organisation undertook leadership changes, resulting in a pause to their registration process.

Shelter WA with approval from SSJG, pivoted and will invest the remaining funds of this project to ensure the Community Housing Capability Program has a cultural lens, and is appropriate and accessible for Aboriginal Community Housing Organisations.



Sector Capability, Capacity and Sustainability

Strategic Plan Lever 3



Supporting Local Government

Shelter WA continues to manage and maintain the Local Government Homelessness Knowledge Hub, a vital resource supporting local governments in their response to homelessness. This work is delivered in partnership with WALGA, Local Government Professionals WA, and a dedicated group of local government representatives, ensuring the Hub remains relevant, practical, and aligned with sector needs.

Through ongoing collaboration, we ensure that the Hub's resources are regularly updated and reflective of current challenges and opportunities. In March 2025, a coordinated sector-wide callout for new materials resulted in the addition of two new resources, submitted by local governments across both metropolitan and regional Western Australia.

In addition to maintaining the Hub, Shelter WA continues to deliver homelessness knowledge training tailored for local government staff when requested. These sessions build capacity, deepen understanding, and support the development of place-based responses that are informed, inclusive, and effective.

Western Australian Alliance to End Homelessness (WAAEH)

The 2024-25 year has been a significant period for the Western Australian Alliance to End Homelessness (WAAEH), marked by strengthened collaboration and notable achievements including the highly successful Zero Homelessness Summit, held in Fremantle in October 2024. The summit brought together a broad range of local and national stakeholders to accelerate collective efforts towards ending homelessness.

WAAEH's implementation of cross-sector improvement projects delivered through our Pulse sessions continue to demonstrate the Alliance's distinctive ability to convene diverse voices, harness collective expertise, and promote innovative, evidence-based solutions through meaningful collaboration.

Our ongoing collaboration with the Advance to Zero (AtoZ) communities and regional community forums have remained integral to fostering local leadership and ensuring the perspectives of those with lived experience are elevated and respected. During this report period the Australian Alliance to End Homelessness (AAEH) introduced a new AtoZ database



Sector Capability, Capacity and Sustainability

Strategic Plan Lever 3



(also known locally as the By Name List (BNL), AtoZ communities transitioned to using the new database at the end of May 25 and are continuing to roll out new functions, with an aim to increase data quality.

Furthermore, the development and launch of the new WAAEH website has enhanced our capacity to engage more broadly with the wider community, providing a dynamic platform for sharing knowledge, improved data through the refreshed Homelessness and BNL dashboards and reinforced our commitment to transparency and inclusivity.

The transition of the WAAEH from being auspiced by Shelter WA to the Australian Alliance to End Homelessness has now been successfully completed as of June 2025. This transition integrates the WAAEH into the broader Australian Alliance team, providing a clear and cohesive connection between the two organisations.

WAAEH has also seen a re-structure with John Berger announcing his retirement and David Pearson stepping down as Executive Officer of the WAAEH and channelling his energy into the National Alliance. These two previously separate roles were reviewed, and the decision was made to recruit for an Executive Director, who will be based in WA, and who can provide strong in-person support for the staff, stakeholders and local communities.

Goal: Support the Community Housing and Homelessness Sectors to Deliver Effective Social and Affordable Housing Supply and Support Services

Financial sustainability

Given the scale of housing and homelessness challenges in Western Australia, the pressure on Shelter WA to advocate and take action has grown significantly. In response, Shelter WA continues to align its priorities with available resources to maintain both efficiency and impact. Through strategic foresight, flexible planning, and sound judgement, Shelter WA is well positioned to sustain its success into the future.



Sector Capability, Capacity and Sustainability

Strategic Plan Lever 3



Member Hub

The Shelter WA Member Directory was launched in January 2024 and has been consistently updated to include new members since its creation. This directory offers significant advantages for Shelter WA members, enhancing collaboration and community engagement between each other and website visitors. It facilitates networking opportunities, allowing members to connect and form valuable partnerships. Additionally, the directory increases visibility for members, showcasing their services and expertise. It also encourages collaboration on initiatives, promoting a unified approach to tackling homelessness and housing issues.

This year, a template library was added to the Member Hub. This library was assembled by Shelter WA to support Community Housing Registration, with generous input and examples provided by some of our Community Housing Organisation members. While the templates are not endorsed by the Office of the Registrar, they are provided as examples of the types of documents that can be used to support a Community Housing Organisation's registration application. The library includes 44 templates, and a reference document indicating how the templates can be used to support the performance outcomes for registration.

Our values

Our values articulated in our Strategic Plan are:

Collaboration

Leadership

Innovation

Courage

Shelter WA continues to offer flexible working arrangements, recognising that the integration of professional and personal responsibilities is key to achieving balance and reducing stress. This approach is particularly important where low morale and the risk of burnout are increasingly prevalent across the sector.

We are equally committed to fostering a workplace culture that is positive, respectful, and inclusive. We value the diverse backgrounds, experiences, and perspectives of our team, and actively work to create an environment where everyone feels safe, supported, and empowered to contribute meaningfully.



Our Board

Shelter WA is supported by an engaged Board which guides the strategic vision and direction of the organisation. Our Board has representation from the community services sector, community housing, and the private sector. Our Board has changed in the last year, and we thank the efforts of new Board members for their enthusiasm and curiosity this year. Thanks also to the Board, in particular our Chair, Kieran Wong for taking on media responsibilities when our CEO is unavailable to.

To view current board members, please visit [Our Board on the Shelter WA website here](#).

Our Members

Shelter WA is proud to have a strong and valued membership base. We understand that real progress toward our vision and mission is only possible through active and purposeful collaboration. Together, we can make a meaningful difference.

We continue to bring together a broad and diverse coalition—community services, housing providers, government, academia, the private sector, and people with lived experience of homelessness and housing insecurity. This collective voice is central to advancing a fair, effective, and affordable housing system that ends homelessness in Western Australia.

Our work across research, policy development, engagement, sector capability building, and advocacy is designed to deliver meaningful support and value to our members. Through these efforts, we strengthen the sector, amplify impact, and drive systemic change. Find details of current organisational and associate members on our [Member Directory](#).



Financials



Treasurer's Report

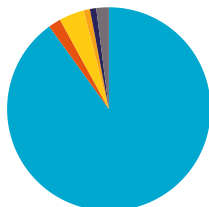
I am pleased to present the Financial Statements of Shelter WA Inc. for the financial year ended on 30 June 2025. Throughout the financial year, I have reviewed the organisational expenditure, profit and loss statements and balance sheets on a monthly basis to ensure a smooth process for the preparation and review of the Financial Statements for the year. These Financial Statements for the year ended 30 June 2025 have been audited by Australian Audit. The auditors have issued an unqualified audit opinion, confirming that the Financial Statements give a true and fair view of the financial position of Shelter WA Inc. as at 30 June 2025, and of the financial performance of the organisation for the year then ended.

Mark Slattery
Treasurer

Financial Report

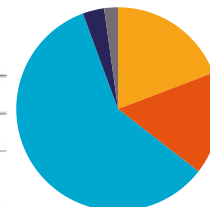
Income

	\$	%
Grant income	2,611,772	90.20
Fee for Service	52,387	1.90
Membership Fees	112,867	3.90
Interest income	38,311	1.40
Donation	7,959	0.40
Other income	58,064	2.20
	2,881,360	100.00



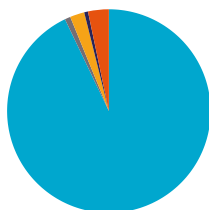
Expenses

	\$	%
Administration	533,655	19.20
Consultancy	453,232	16.30
Employment expense	1,640,625	58.90
Depreciation & amortisation	94,407	3.40
Other costs	59,817	2.20
	2,781,736	100.00



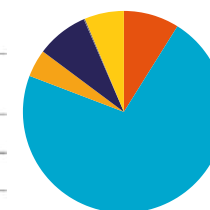
Assets

	\$	%
Cash and cash equivalents	1,368,988	92.90
Trade and other receivables	13,256	0.90
Right of use assets	33,730	2.30
Prepayments	8,604	0.60
Other assets	49,594	3.30
	1,474,172	100.00



Liabilities

	\$	%
Trade and other payables	65,177	8.90
Unspent grants	520,624	71.90
Lease liabilities	33,730	4.40
Employee benefits	60,032	8.30
Provisions	591	0.20
Accrued expenses	44,137	6.30
	724,291	100.00



Looking Ahead



The year ahead brings significant changes in government, including the division of the State Government's Housing and Homelessness portfolio. Shelter WA sees this as a valuable opportunity to engage with both Ministers, both Director Generals, and their respective departments. We are committed to strengthening our focus, refining our recommendations, and deepening our relationships across all levels.

We're also excited to launch the Capacity Building Program in the next financial year. This initiative marks an important step forward in supporting sector growth and ensuring the sector develops to its full potential.

Our work is most effective when it is grounded in the experiences of our members. Continued regional engagement and travel will remain a key part of our approach, ensuring we stay connected to the sector and informed by those working on the ground.

At the upcoming AGM, we will farewell our Chair, Kieran Wong, as he concludes his three terms. This represents a significant milestone for Shelter WA. We extend our heartfelt thanks for his leadership, vision, and dedication. As we look to the future, we are excited to work with the Board on developing our next Strategic Plan for 2026 onwards, with a vision of a community where everyone has a safe place to call home, and the opportunity to thrive.



In Appreciation of our Chair



As Kieran Wong's tenure as Chair of the Board draws to a close at the 2025 AGM, we extend our heartfelt thanks for his outstanding leadership and commitment over the past six years.

Kieran has brought deep knowledge, steady guidance, and unwavering dedication to Shelter WA, helping to shape the organisation through a period of significant change. Under his leadership, the Board has navigated the transition of CEOs and Board members, and responded with resilience and compassion to the growing housing and homelessness crisis.

Throughout, Kieran has led with clarity, pragmatism, and empathy. His calm and considered approach, coupled with his genuine care and well-timed humour, has been a source of strength and stability during challenging times.

We are deeply grateful for Kieran's service and support. He leaves with our sincere appreciation and best wishes for the future. He will be greatly missed at Shelter WA.



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