

Annual Report
2025-2026

national shelter

Acknowledgement of Country

National Shelter acknowledges the Traditional Custodians of Country throughout Australia and their enduring connections to land, waters and community. We pay our respects to Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples.

We recognise the deep and enduring connection Aboriginal and Torres Strait Islander peoples have with Country, and the importance of First Nations leadership, voices and self-determination in addressing housing need and homelessness.

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About National Shelter

Since 1975, National Shelter has been a non-governmental peak organisation highlighting the experiences of low-income households within Australia's housing system. By advocating for and advising on government housing policy and action, we have built a strong, trusted voice in the housing sector.

Our Vision Every person in Australia has a safe, secure, affordable, accessible and appropriate **home.**

Our Purpose To be a strong, independent national voice shaping housing policy, investment and system reform to improve outcomes for people on low and moderate incomes, reduce housing insecurity and contribute to ending homelessness.

Our Values

- **Independence**
- **Social Justice**
- **Respect and Inclusion**
- **Collaboration**

Our Strategic Priorities

- **National Policy Leadership**
- **Evidence-Informed Advocacy**
- **Partnership and Alliances**
- **Sector Capability**
- **A Resilient Organisation**

Chair's Report

National Shelter has always drawn its strength from the people and organisations that have carried its mission forward. For more than fifty years, that community has helped shape Australia's national housing debate.

2025–26 was a year of transition, laying the foundations for National Shelter's next chapter.

Renewed Commonwealth funding provided greater certainty and the opportunity to rebuild our capacity as an independent national housing peak body. It reflects the importance of a strong national voice supporting evidence-backed and lived-experience-informed discussion on housing security, affordability and the broader housing system.

In the final months of the year, Jackson Hills commenced as CEO, bringing renewed focus to organisational capacity, the State and Territory Shelter network, and our relationships across government, community, research and industry.

Our National Council has continued to strengthen National Shelter's governance and long-term sustainability. I thank our Executive Committee, National Council, staff and members for their commitment through a period of significant change.

Our role is increasingly clear. National Shelter's focus on housing security, affordability, renting and the housing system complements the distinct leadership of organisations including Homelessness Australia and Australian Community Housing.

There is also real cause for optimism in the resurgence of a national First Nations housing voice. We strongly support First Nations-led housing advocacy and look forward to being a strong and respectful ally and partner.

Our national membership brings expertise across renters, community services, faith-based housing, lived experience, research and First Nations housing. Combined with the leadership and deep community connections of our State and Territory Shelter network, this gives our national advocacy both legitimacy and reach.

With growing recognition that lasting progress requires sustained investment and reform across the housing system. Australia's housing challenges remain profound, yet optimistic. As we step forward, we do so with a renewed sense of purpose, holding hands with 51 years of National Shelter legacy.

Finally, thank you to our members for your ongoing support, advocacy and commitment to a fairer, more secure housing system.



John Engeler
Chair

Treasurer's Report

I am pleased to present the Treasurer's Report for National Shelter for the financial year ended 30 June 2026.

National Shelter finished the year in a sound financial position, recording a surplus of $6,727, compared with a surplus of $35,169 in the previous year. This result increased our net assets to $56,598, up from $49,870 at 30 June 2025.

The year saw a significant increase in the scale of National Shelter's financial activity, driven principally by the commencement of the HSDR Grant. During the year, $466,667 in grant funding was received, with $116,253 expended by 30 June and the remaining $350,414 recognised as unexpended grant funding for future activity.

Total income recognised for the year was $237,029, compared with $158,102 in 2024–25, while total expenditure increased to $230,302, from $122,933. This reflects both the commencement of grant-funded activity and increased organisational activity, including expenditure on consultancy, conferences, travel, projects and promotion.

Membership income remained an important source of core funding at $113,746, although this was down from $142,925 in the previous year. This reduction reinforces the importance of maintaining a diverse and sustainable revenue base, particularly for National Shelter's core operations beyond restricted project and grant funding.

At year end, National Shelter held $444,329 in cash across its bank accounts. While this represents a substantial increase from the previous year, much of this cash relates to committed grant funding and should not be regarded as unrestricted reserves. Accounts receivable also reduced significantly, from $68,495 to $10,461.

Importantly, the independent auditor concluded that the financial report presents fairly the financial position of National Shelter at 30 June 2026 and the results of its operations for the year.

Overall, National Shelter enters 2026–27 with a positive balance sheet, strengthened equity and significant funded activity ahead. The key financial priority remains ensuring that this growth is accompanied by careful management of restricted funding, expenditure commitments and sustainable core revenue.

I would also like to acknowledge our bookkeeper, Kelley Reay, for her diligent work and support throughout the year, and thank the Executive and National Council for their continued sharp focus on National Shelter's financial sustainability and responsible stewardship.



Annie Taylor
Treasurer

CEO's Report

In my first months as CEO, I have been struck by the enormous goodwill towards National Shelter and the appetite for a strong, independent national housing voice.

I joined National Shelter at a formative point in its history. Housing affordability, rental insecurity and homelessness are at the centre of national debate. The challenge now is turning that attention into sustained reform and better housing outcomes, particularly for people with the least housing choice.

An early priority has been bringing greater clarity and purpose to our national voice. Working with our State and Territory Shelter network, members and partners, we began developing a new National Policy & Advocacy Framework 2026–2028, bringing our advocacy together around shared priorities. It focuses on increasing public, social and affordable housing, improving rental security and affordability, and building a housing system that provides greater security and opportunity.

This work has reinforced something fundamental about National Shelter: our national voice is strongest when it draws on the expertise, evidence and experience of our Shelter network and broader membership.

We have also been strengthening the organisation behind that advocacy, delivering against our government funding commitments and rebuilding confidence in National Shelter's capacity, integrity and impact.

I particularly acknowledge our colleagues in the Housing Group within Treasury. Our funding relationship has developed into valued, constructive engagement on housing policy. Relationships are also strengthening across government, community, research and industry. In the year ahead, we intend to launch a National Shelter partnerships program, creating new opportunities for organisations to support our work while protecting the independence of our national voice.

In 2026-27, we will develop a 10-year Strategic Plan that looks beyond individual budgets and electoral cycles to National Shelter's role in shaping Australia's housing system over the coming decade.

As we do, I am conscious of the history we inherit. This year we celebrate 51 years of National Shelter and national housing advocacy. I feel privileged to stand on the shoulders of those who built and led this organisation before us.

Our job is to honour that legacy by building on it. There is much more to do, but I am optimistic about what we can achieve together.



Jackson Hills
Chief Executive Officer

Our People

National Council

Our governing body brings together representatives from our State and Territory Shelter members to National Members.

During the reporting period, Council members included John Engeler (Chair), Toby oConnor, Annie Taylor (Treasurer), Kath Snell (Secretary), Pattie Chugg, Corinne Dobson, Fiona Caniglia, Dr Tom Alves, Dr Michael Fotheringham, Leo Patterson Ross, Jennifer Beveridge, Alicia Follent and Amanda Bailey.

Executive Committee

The Executive Committee is a five-member committee of National Council, comprising the Chair, Vice-Chair, Secretary, Treasurer, and an Ordinary Executive Committee Member. During the reporting period, members included John Engeler, Toby oConnor, Annie Taylor, Kath Snell, and Pattie Chugg.

Staff

National Shelter's capacity grew during the year following the receipt of additional funding. Jackson Hills was appointed CEO in April 2026 and, following the end of the reporting period, was joined by Riley Flanigan as Policy and Strategic Planning Lead. Lucy Bramhill also supported the organisation in a part-time role as Policy and Communications Officer.

We also acknowledge the contributions of Matilda Sutherland from Shelter NSW and Jessica Pragnell from Q Shelter, along with consultants Karen Walsh, Brendan Berne and Jesse Taylor, who supported a range of projects and activities over the year.

Our Network

National Shelter's national voice is grounded in the expertise, experience and advocacy of the Shelter network. During 2025–26, we collaborated closely with State and Territory Shelters along with National Members to share knowledge across jurisdictions collaborate on aligned priorities and shape our national policy direction.

Milestone: On 25 June 2026, National Shelter held a policy and advocacy workshop in Brisbane. This brought together the Shelter network: both our state, territory and national members to collaborate in establishing clearer shared priorities and align local expertise with our national advocacy.

Our Network

State and Territory Members

NT Shelter

Over the past year, a major achievement for NT Shelter was signing a Joint Statement of Commitment with the Alice Springs Town Council to establish collaborative protocols for supporting people experiencing homelessness. Federal tax reform will also be an important development to watch through a Territory housing lens.

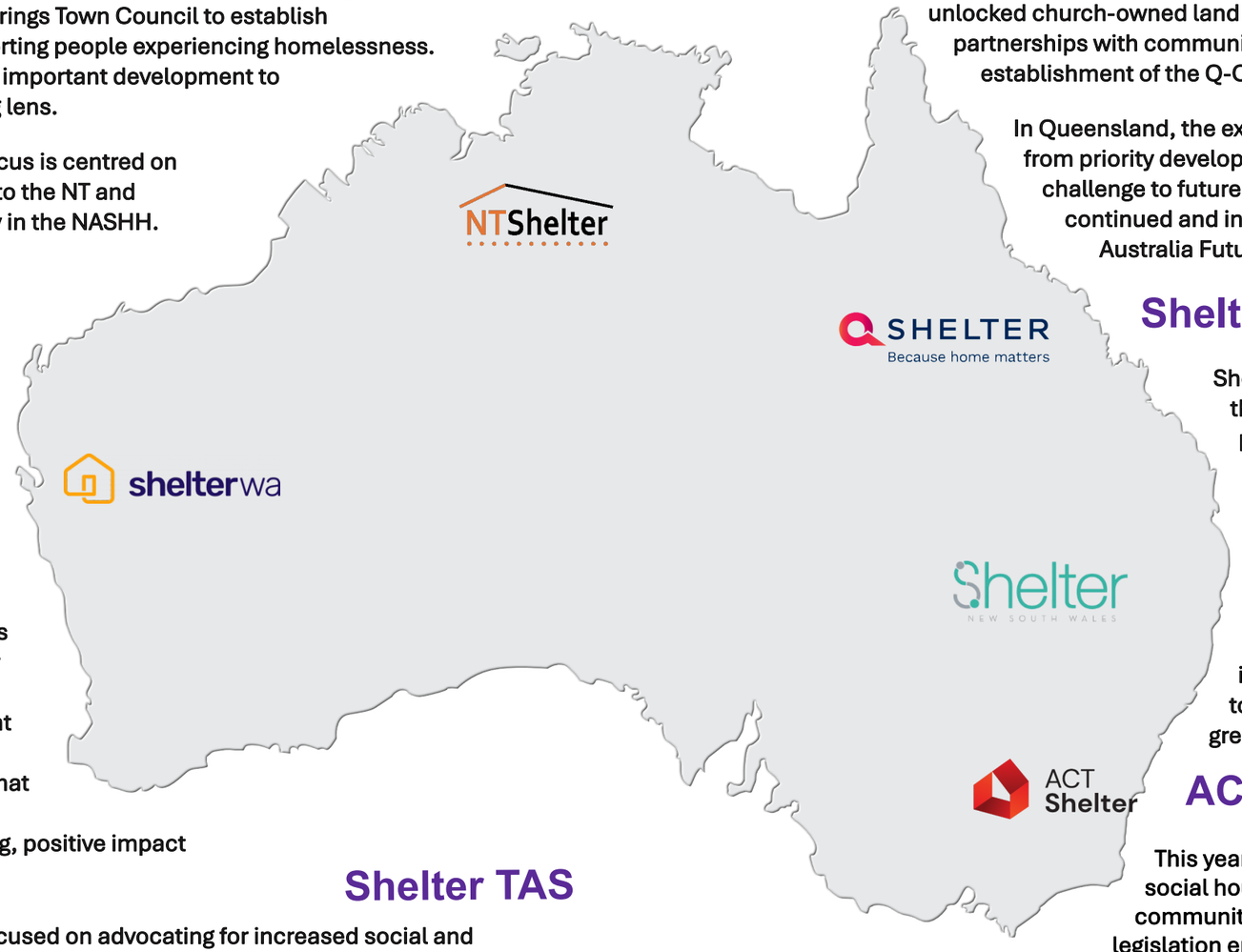
Moving forward, their strategic focus is centred on supporting HAFF 2.0 investment to the NT and addressing equity versus equality in the NASHH.

Shelter WA

Shelter WA's top priority this year was increasing social and affordable housing. Shelter WA advanced this goal most notably by being entrusted to administer Community Housing Futures WA, a $6 million, four-year initiative to strengthen community housing providers and deliver more homes across Western Australia. Shelter WA's effective advocacy also contributed to the WA government abolishing no-grounds evictions. Additionally, Shelter WA affirms that federal tax changes to CGT and negative gearing will have a lasting, positive impact on the state.

Shelter TAS

Over the past year, Shelter Tas focused on advocating for increased social and affordable housing funding alongside a 20% uplift for sector services. A major highlight was their Workforce Training and Development program, which delivered 10 sessions to 386 attendees. Looking ahead, the sector faces significant structural shifts. At the state level, housing is transitioning from the Homes Tasmania statutory body back to a newly formed government department, Building Tasmania. Federally, the continuation of HAFF rounds will be the most critical factor shaping long-term social and affordable housing pipeline.



Q Shelter

This year, Q Shelter focused on advancing investment and policy to expand affordable housing. A milestone was their leading role in driving the reforms that unlocked church-owned land across Queensland, paving the way for vital partnerships with community housing providers. In addition to the establishment of the Q-CHIP program by the Queensland Government/

In Queensland, the exclusion of social and affordable housing mandates from priority development areas and land sales presents a significant challenge to future supply. Federally, the state will benefit from continued and increased federal investment through the Housing Australia Future Fund (HAFF) alongside other funding initiatives.

Shelter NSW

Shelter NSW's top priority this year was to increase the supply of affordable housing for low-income people. This focus led to statewide rental reforms and delivered more capital-A affordable housing through the planning system.

In the coming years, sustained funding to raise social housing above 5% will be crucial in advancing the Shelter network's goals. Additionally, improved federal support for low-income private renters, especially those vulnerable to housing stress such as retirees, will provide the greatest impact in NSW.

ACT Shelter

This year, ACT Shelter prioritised reversing the decline in social housing through sustained investment in public and community housing. An accomplishment was the passage of legislation enshrining the right to adequate housing in the ACT's Human Rights Act.

The ACT Budget's investment in 450 additional public homes and expanded community housing financing will have a positive impact on the territory over the next couple of years. Federally, national tax reforms to curb speculation will have the greatest impact on the ACT, helping to improve housing affordability and address inequality.

Our Network

National Members

Australian Housing and Urban Research Institute (AHURI)

AHURI's membership brings a reliable evidence perspective to National Shelter, strengthening the connection between rigorous research, lived experience, policy development and advocacy. During 2026, AHURI announced 18 new projects through its National Housing Research Program, including an inquiry into affordable housing systems and research covering rental markets, First Nations housing, disability housing, infill development and homelessness. AHURI's role in the housing space brought more than 900 delegates together in Perth for their National Housing Conference.

Faith Housing Australia

Faith Housing Australia's membership adds an vital dimension to National Shelter's work, connecting national advocacy with organisations able to translate policy, partnerships and under-utilised land into housing outcomes. Over the past year, Faith Housing Australia explored further policy opportunities across the housing continuum, including the role of meanwhile use in activating under-utilised land and property for housing. FHA also advanced work on improving housing security for older Australians, exploring a range of financial, tenure and limited-equity models that could provide more secure and affordable housing options.

National Aboriginal and Torres Strait Islander Housing Association (NATSIHA)

NATSIHA was the national peak body for Aboriginal and Torres Strait Islander housing. National Shelter engaged closely with NATSIHA in the early stages of its development and acknowledges the leadership of people including Uncle Ivan Simon and Uncle Tom Slockee, who helped establish and build a national First Nations housing voice. Unfortunately, NATSIHA's activity ceased during the year, leaving an important space in national housing advocacy. We hope that space will be filled very soon. We are passionate about working alongside First Nations leaders and Aboriginal and Torres Strait Islander community-controlled housing organisations to advance housing policy for First Nations communities.

Community Housing Ltd	**National Council of St Vincent de Paul**

Deemed Members

National Associations Rental Organisation (NARO)

NARO's membership of National Shelter ensures renter voices and frontline experience are central to our national policy and advocacy. Over the past year, NARO has continued to press the case for stronger and more consistent national rental protections. In September 2025, NARO and National Shelter jointly released their two-year report card on the Better Deal for Renters, highlighting uneven progress between jurisdictions and calling for stronger national monitoring and implementation. NARO also brought its renter perspective directly to the Senate Select Committee on Intergenerational Housing Inequity, advocating for an expanded Better Deal for Renters and related reforms.

Associate Members

Anglicare Victoria	**Hobart City Mission**	**St George Community Housing**
Anglicare WA	**Housing for the Aged Action Group**	**The Foyer Foundation**
Australian Alliance to End Homelessness	**Jacaranda Housing**	**The Salvation Army Australia**
Blue CHP	**Launch Housing**	**Unity Housing Company**
Community Housing Central Australia	**Link Wentworth Housing**	**Winteringham Specialist Aged Care**
	Mission Australia	

Policy and Advocacy

During 2025–26, National Shelter strengthened our engagement in some of Australia's most significant housing policy debates, combining the expertise of the Shelter network with research, lived experience and cross-sector collaboration.

Our advocacy spanned across public and community housing, housing taxation, intergenerational inequity, public land, rental security, planning and infrastructure, older renters and the long-term supply of public, social and affordable housing.

Underpinning this work was the development of a clearer National Policy & Advocacy Framework, designed to bring National Shelter's advocacy together around shared national priorities.



The framework reflects a shared commitment to long-term, system-wide reform and collaboration and will guide us until review in 2028.

These priority areas are interconnected, with improvements in one helping to address challenges across the others.

Our Priorities

- **Demonstrably Grow Public, Social, Affordable and Specialist Housing**
- **Plan and Shape Better Cities and Communities**
- **Reform Renting and Strengthen Housing Security**
- **Expand Housing Choice and Opportunity**

Demonstrably Grow Public, Social, Affordable and Specialist Housing

Using Public Land for Public Benefit

In April 2026, National Shelter submitted to the Senate Foreign Affairs, Defence and Trade References Committee inquiry into the Management of Defence Estate Assets. We argued that surplus, well-located Defence land should be treated as a strategic public asset and used to deliver long-term community benefit, including social and affordable housing, heritage protection, open space, and First Nations-led planning and stewardship.

> National Shelter recommended reserving at least 10-15 per cent of suitable sites, or equivalent land value, for affordable housing in perpetuity, including veteran and older-person housing, and adopting delivery models such as long-term leasing that retain public value over time.



Reform Renting and Strengthen Housing Security

Housing at the Edge: Retiring Australians in the Private Rental Market

Australia's private rental market is a growing tenure type for retirees; however, characterised by inherent precarity and market-driven rent fluctuations, it fundamentally does not support ageing in place.

In May 2026, National Shelter hosted the 'Housing at the Edge: Retiring Australians in the Private Rental Market' event, chaired by Former National Shelter Interim CEO Karen Walsh and Partner of Right Lane Consulting Gemma Pinnell. Coinciding with the 2026–27 Federal Budget, this event positioned housing security for retiring Australians as a first-order fiscal, social and aged-care issue.

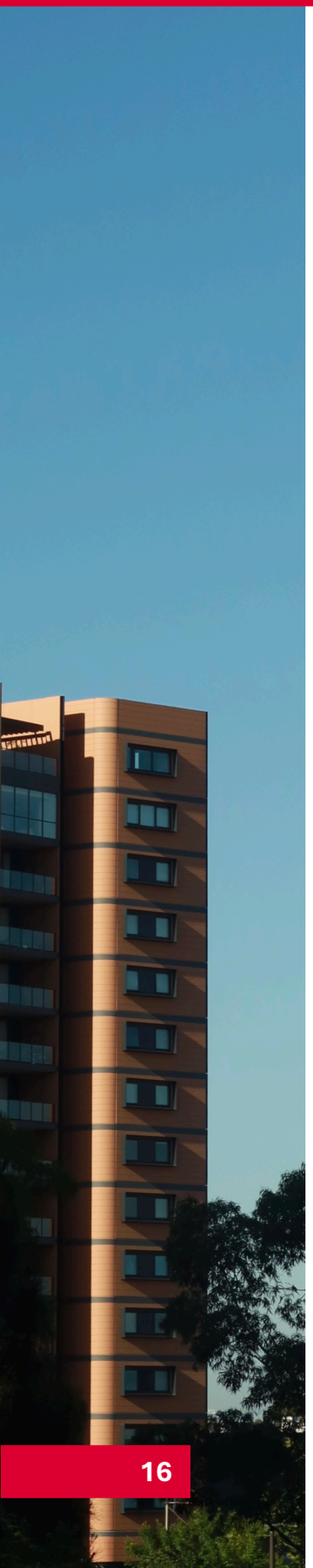
The event featured a range of voices from across the Australian housing sector, including Trina Jones (NSW Rental Commissioner), Eliza Owen (Independent Housing Market Analyst), Dr. Ed Wensing (SGS Economics Special Advisor), Fiona York (Housing for the Aged Action Group), Stephen Woodlands (Head Start Homes), Hariet Brummelhuis (Group Chief Operating Officer, National Affordable Housing), Professor Louise Crabtree-Hayes (Western Sydney University), Emma Nicholson (Head of Housing, Uniting), and Dr. Tom Alves (AHURI Managing Director).

Building on this event, National Shelter **launched a new Policy Directions report in June 2026.** Informed by lived experience, AHURI research, and policy expertise, the report outlines a comprehensive path forward. The report expands on why the private rental market requires urgent, structural change alongside providing a an evidence-based blueprint that we will utilise for our ongoing policy and advocacy activities.



Recommendations included:

1	Establishing a National Strategy for Renting in Retirement.
2	Demonstrably expanding public, social, and affordable housing.planning frameworks, and funding mechanisms, while increasing early investment.
3	Reforming the private rental system.
4	Scaling assisted home ownership pathways.
5	Enabling Community Land Trusts alongside other limited equity housing options.
6	Activating essential system levers, such as public land, planning frameworks and funding mechanisms, while increasing early investment.



Plan and Shape Better Cities and Communities

Inclusionary Development and Affordable Housing

During 2025–26, National Shelter continued our involvement in national work to advance Inclusionary Development as a practical mechanism for increasing the supply of social and affordable housing through the planning system and funding.

Building on several years of work led through the Constellation Project and the Australian Alliance to End Homelessness, we worked with partners to support the transition of the Mandatory Inclusionary Zoning (MIZ) initiative into its next phase. MIZ has developed a robust evidence base for inclusionary development and bolstered the case for ensuring that growth in land values and development contributes to lasting affordable housing outcomes.

MIZ next phase: will focus on translating this evidence into practical policy reform and broader adoption across Australia, while recognising different housing markets and the need to align inclusionary development with planning reform, infrastructure investment and value capture.

From 1 July 2026, National Shelter alongside, Australian Community Housing commenced as co-chairs of the MIZ Steering Committee.

This work ties to National Shelter's broader position that increasing housing supply must be accompanied by mechanisms that deliver well-located social and affordable housing and ensure communities share in the benefits created through growth and development.

Expand Housing Choice and Opportunity

Tax Reform: CGT Discount and Negative Gearing

National Shelter's December 2025 submission to the Senate Select Committee on the Operation of the Capital Gains Tax Discount set out reforms to reduce the CGT discount, review the principal place of residence exemption, and restrict negative gearing, including by limiting it to newly built homes. National Shelter appeared at the committee's February 2026 public hearings, contributing to the national debate about how taxation settings influence housing investment, affordability and access to home ownership.

The reforms subsequently announced through the 2026–27 Federal Budget represented an important shift in the national housing debate and aligned with reforms National Shelter and others across the housing sector had long advocated for. This built on years of National Shelter advocacy, including under former CEOs Emma Greenhalgh and Adrian Pisarski. CEO Jackson Hills represented National Shelter across media and sector discussions, while National Shelter also moderated a post-Budget briefing with Housing Minister Clare O'Neil and Emeritus Professor Hal Pawson.



For National Shelter, tax reform is not an end. It forms part of a wider effort to ensure housing policy supports productive investment, increases housing choice and improves access to secure and affordable housing across generations.

Intergenerational Housing Inequity

In May 2026, National Shelter submitted to the Senate Select Committee on Intergenerational Housing Inequity, setting out the case for long-term, system-wide housing reform. The submission was informed by National Shelter's 2025 Federal Policy Platform and priority reform agenda and developed with economist Brendan Berne.

In June 2026, CEO Jackson Hills and Brendan Berne hosted a webinar with sector and system partners to unpack the submission and National Shelter's proposed reform framework. The discussion explored how housing supply, demand, finance, planning, infrastructure and long-term investment could be better aligned to restore greater fairness and opportunity across generations.

National Shelter's advocacy emphasised that addressing intergenerational housing inequality requires more than individual policy measures or short-term supply targets. It requires sustained reform across the housing system, alongside new pathways into secure housing including shared and limited equity models, community land trusts and First Nations-led home ownership opportunities.

Expanding the National Housing Accord:

We proposed evolving the National Housing Accord into a longer-term framework for national housing reform, bringing planning and infrastructure, public investment, institutional finance, taxation and regulation into greater alignment. This would provide certainty and accountability, alongside clearer long-term commitments to public, social and affordable housing.

Our objective is to move beyond fragmented and short-term interventions towards a durable national framework capable of extending across electoral and budget cycles. Governments, industry, investors, the community housing sector and civil society each have different responsibilities, but greater alignment between them could provide the certainty, investment and accountability required to deliver housing reform at scale.

The expanded Accord proposition provides an important foundation for National Shelter's future advocacy and its longer-term ambition for a housing system that delivers greater affordability, security, choice and opportunity.

Member and Sector Engagement

National Shelter's strength as a national peak body comes from the breadth of its network and its ability to bring together perspectives from across Australia's housing system.

During 2025–26, we focused on strengthening engagement with our State and Territory Shelter organisations and national members, while rebuilding relationships across government, the community sector, research, housing, planning and industry.

We also turned our attention to South Australia and Victoria, progressing early discussions about how to strengthen Shelter's presence a national voice in both states.







Strengthening our National Network

2025-26 Priority: To create stronger opportunities for the Shelter network to shape National Shelter's policy direction and advocacy.

National Council met in Canberra in March and Brisbane in June, providing opportunities for State and Territory Shelters and national members to share developments from their jurisdictions, identify common challenges, help shape national priorities and engage directly with government and key national housing agencies.

This work culminated in a national policy and advocacy workshop in Brisbane on 25 June 2026, facilitated by Right Lane Consulting. The workshop brought together the Shelter network and national members to review National Shelter's policy positions and build greater alignment around a shared national agenda.

The process laid the foundations for the **National Policy & Advocacy Framework 2026–2028**, bringing together the expertise and priorities of the network around four areas: growing public, social, affordable and specialist housing; reforming renting and strengthening housing security; planning and shaping better cities and communities; and expanding housing choice and opportunity.

Regular engagement through the our Policy Subgroup provided another mechanism for members to contribute expertise and respond collectively to emerging national policy issues and public inquiries.

Working Across the Housing System

National Shelter also strengthened its engagement with organisations and decision makers across the wider housing system.

In May, National Shelter participated in the 8th National Housing and Homelessness Forum, with CEO, Jackson Hills, Chair, John Engeler and Former CEO, Karen Walsh, along with several other State and Territory Shelter leaders, contributing to discussions about scalable, sustainable and long-term responses to housing affordability and homelessness.

Our engagement also extended across the planning, development and housing sectors, including participation in the Planning Institute of Australia National Planning Congress, HIA National Conference and National Affordable Housing Summit. These forums provided opportunities to build relationships and contribute National Shelter's perspective on planning reform, infrastructure, investment, housing supply and the importance of ensuring that increased supply delivers better affordability outcomes.

The Housing at the Edge event in Canberra was another important example of National Shelter's convening role. Held during Federal Budget week, it brought together lived experience, researchers, housing organisations, policymakers and innovators to focus national attention on the growing housing insecurity experienced by Australians approaching and entering retirement.





Engaging Nationally

National Shelter continued to strengthen relationships with housing and homelessness organisations around the country.

In the Northern Territory, National Shelter worked closely with NT Shelter and engaged with housing and homelessness organisations, government and community housing providers. This included visits to housing and services and participation alongside NT Shelter in the Vinnies CEO Sleep out in Darwin, providing an opportunity to hear directly about the challenges facing communities in the Territory.

In Brisbane, National Shelter participated in Q Shelter's CEOs and Leaders Lunch and used its June National Council and policy workshop to deepen collaboration across the Shelter movement.



Across these engagements, National Shelter's role was consistent: to listen to the experience of our members and partners, connect local and jurisdictional expertise with national policy, and build common ground around the long-term reforms Australia's housing system needs.

Building our Public Voice

We expanded our public engagement during the year through policy briefings, webinars, media engagement and digital communications.

CEO Jackson Hills represented National Shelter across various media and sector discussions on the 2026–27 Federal Budget, housing taxation reform, intergenerational housing inequity, rental insecurity and the case for longer-term national housing reform.

33.8%

From 1st January 2026 - 30 June 2026, our LinkedIn audience grew by 33.8% . We increasingly utilised our LinkedIn to communicate policy positions in real time. Our e-newsletters helped strengthen our policy messaging and keep our network connected to our advocacy work.

Our engagement strengthened the relationships underpinning National Shelter's national advocacy and helped reconnect our work with the expertise of our members and the wider housing system.

The Year Ahead

National Shelter enters 2026–27 with renewed capacity, a clearer policy agenda and a growing opportunity to shape the next phase of Australia's housing reform.

Our immediate priority is implementing the National Policy & Advocacy Framework 2026–2028, advancing four priorities across public, social, and affordable housing; renting and housing security; better cities and communities; and greater housing choice and opportunity.

Housing security will remain central. We will build the case for a Better Deal for Renters 2.0, focused on nationally consistent renter protections, stronger security of tenure, fairer rent settings, better minimum standards and stronger compliance and enforcement. We will also continue our work on Commonwealth Rent Assistance and affordable rental supply, recognising that renter protections and affordability must be addressed together.

A major focus will be advancing a long-term national housing supply plan, including through the National Affordable Housing Alliance (NAHA), and advocating for sustained investment to substantially increase public, social, and affordable housing over the next two decades. The next phase of the Housing Australia Future Fund (HAFF) will be central to this, with our focus on maintaining the pipeline and providing greater long-term investment and delivery certainty.

We will advance new approaches to affordable rental housing, bringing together Commonwealth investment, community housing, and institutional and private capital to fill the gap left by NRAS and deliver below-market rental housing at scale.

Our cities and urban agenda will connect housing supply with planning, infrastructure and better regulation, including inclusionary development and a stronger understanding of housing as essential social and economic infrastructure linked to both social and economic outcomes.

We will also establish a new Shelter Alliance program, creating a structured way for organisations that share our purpose to partner with National Shelter, contribute expertise and help strengthen the reach and sustainability of our work while protecting our independent voice.

Alongside this, we are launching a new 10-year Strategic Plan, looking beyond electoral and budget cycles to better define the successful housing system we are working towards and National Shelter's role in helping achieve it, always with the needs of low-income households front of mind.

The May 2027 Federal Budget, and the runway from there towards the next federal election, provide important opportunities to turn these ideas into enduring commitments.

National Shelter's role in all of this will be clear: to bring together evidence, lived experience and expertise, build common ground across the housing system, and keep people with the least housing choice at the centre of national housing reform.

Audited Financial Statements

2025-2026

ABN: 66 496 603 178

national shelter

NATIONAL SHELTER INCORPORATED
Statement by the Executive Committee

for the year ended 30th June 2026

In our opinion –

(a) the accompanying financial report as set out on pages 4-7 being a special purpose financial statement, is drawn up so as to present fairly the state of affairs of the Association as of 30th June 2026 and the results of the Association for the year ended on that date.

(b) the accounts of the Association have been properly prepared and are in accordance with the books of account of the Association; and

(c) there are reasonable grounds to believe that the Association will be able to pay its debts as and when they fall due.

We confirm as follows:

(a) The names of each Executive Committee member of the Association during the relevant financial year were:

Chairperson: Mr John Engeler
Treasurer: Annie Taylor
Secretary: Kath Snell
Member: Pattie Chugg
Member: Toby oConnor

(b) The principal activities of the association during the relevant financial year were:

"The principal activities of the Association during the year were policy advice on housing issues; 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."

(c) The net surplus/(deficit) of the association for the relevant financial year was $6,727.29

In 2024/2025 it was $35,168.96

Signed on 18/11/2026

Chairperson

Treasurer

National Shelter Incorporated

Profit & Loss

July 2025 through June 2026

	This Year	Last Year
INCOME		
HSDR Grant	$466,666.67	$0.00
Transferred to unexpended Grant	($350,413.63)	$0.00
Donations	$689.26	$2,351.66
Interest Income	$1,794.76	$825.56
Membership fees	$113,746.44	$142,925.02
NS Webpage	$0.00	$2,000.00
Project Income	$4,545.45	$10,000.00
Total INCOME	**$237,028.95**	**$158,102.24**
EXPENSES		
Advertising and Promotion	$6,454.55	$0.00
Annual Leave Accrual	$2,835.66	($5,180.57)
Audit Fees	$1,870.00	$1,700.00
Bank Fees	$65.73	$103.62
Board Travel	$0.00	$18.44
Bookkeeping	$4,055.00	$4,822.01
Conference (External)	$17,690.90	$227.27
Consultancy Fees	$25,390.00	$300.00
Dues & Subscriptions	$2,267.77	$2,810.29
EO Accommodation	$0.00	$1,610.08
EO Travel	$21,451.60	$9,010.96
Transfer of HSDR Grant Expenditure – see Appendix 1.	$116,253.04	$0.00
Insurance	$2,258.33	$2,221.98
Internet/Web Expenses	$563.64	$245.47
Management Fees	$9,750.00	$0.00
Meeting Expenses	$43.64	$0.00
Memberships & Subscriptions	$1,151.79	$0.00
Other Employer Expenses	$0.00	$99.00
Postage & Stationery	$118.18	$15.36
Printing & Photocopying	$1,418.00	$0.00
Project Expenses	$16,337.46	$13,557.30
Staff Amenities	$0.00	$172.73
Stripe Fees	$0.00	$8.77
Superannuation	$0.00	$9,268.66
Wages & Salaries	$0.00	$80,139.63
Workers' Compensation	$326.37	$1,782.28
Total EXPENSES	**$230,301.66**	**$122,933.28**
Net SURPLUS/(DEFICIT)	**$6,727.29**	**$35,168.96**

The accompanying notes form part of the financial report and are to be read in conjunction with the attached audit report.

National Shelter Incorporated

Balance Sheet

As of 30 June 2026.

	This Year	Last Year
ASSETS		
Bank		
Bendigo Bank National Shelter Cheque Account	$17,044.79	$16,869.03
Beyond Bank National Shelter Inc	$164,591.60	$94,713.04
Beyond Bank NS Debit Card	$344.50	$344.47
Beyond Bank NS Project	$260,000.00	$0.00
Electronic	$2,348.23	$0.00
Total Bank	**$444,329.12**	**$111,926.54**
Other Current Assets		
Accounts Receivable	$10,461.00	$68,494.80
Prepayments	$1,447.27	$824.55
Total Bank & Other Current Assets	**$11,908.27**	**$69,319.35**
Non-Current Assets		
Investments - Shares	$2,000.00	$2,000.00
Total Non-Current Assets	**$2,000.00**	**$2,000.00**
Total ASSETS	**$458,237.39**	**$183,245.89**
LIABILITIES		
Current Liabilities		
BB National Shelter Credit Card	$4.00	$73.99
GST/Rounding	($1.24)	$11,999.07
Trade Creditor	$26,862.98	$2,682.50
Total Current Liabilities	**$26,865.74**	**$14,755.56**
Non-Current Liabilities		
Membership Fees in Advance	$19,645.27	$118,619.94
Prov for Annual Leave	$2,835.66	$0.00
Superannuation Payable	$1,879.42	$0.00
Unexpended Grants HSDR	$350,413.63	$0.00
Total Non-Current Liabilities	**$374,773.98**	**$118,619.94**
Total LIABILITIES	**$401,639.72**	**$133,375.50**
Net ASSETS	**$56,597.67**	**$49,870.39**
EQUITY		
Retained Earnings	$49,870.38	$14,701.42
Current Years Earnings	$6,727.29	$35,168.96
Total EQUITY	**$56,597.67**	**$49,870.38**

The accompanying notes form part of the financial report and are to be read in conjunction with the attached audit report.

NATIONAL SHELTER INCORPORATED
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 June 2026

1. STATEMENT OF SIGNIFICANT POLICIES

The Executive Committee' have prepared the financial statements on the basis that the association is a non-reporting entity because there are no users dependent on general purpose financial reports. This financial report is therefore a special purpose financial report that has been prepared in order to meet the needs of members.

The financial report has been prepared in accordance with the significant accounting policies disclosed below which the Executive Committee have determined are appropriate to meet the needs of members. Such accounting policies are consistent with the previous period unless stated otherwise.

The financial statements have been prepared on an accruals basis and are based on historical costs unless otherwise stated in the notes. The accounting policies that have been adopted in the preparation of this report are as follows:

1(a) Income tax

The Association is of the opinion that it is not subject to income tax.

1(b) Employee Benefits

The amounts expected to be paid to employees for their pro rata entitlement to annual leave, sick leave and long service leave are accrued annually at current pay rates.

1(c) 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 reporting date.

1(d) Cash & Cash Equivalents

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

1(e) Trade Receivables & Other Receivables

Trade receivables and other receivables, including distributions receivable, are recognised at the nominal transaction value without taking into account the time value of money. If required a provision for doubtful has been created.

1(f) Trade Creditors & Other Payables

Trade creditors and other payables, including bank borrowings and distributions payable, are recognised at the nominal transaction value without taking into account the time value of money.

1(g) Revenue & Other Income

Revenue is measured at the value of the consideration received or receivable after taking into account any trade discounts and volume rebates allowed. For this purpose, deferred consideration is not discounted to present values when recognising revenue.

Interest revenue is recognised using the effective interest rate method, which, for floating rate financial assets, is the rate inherent in the instrument.

Revenue recognition relating to the provision of services is determined with reference to the stage of completion of the transaction at reporting date and where outcome of the contract can be estimated reliably. Stage of completion is determined with reference to the services performed to date as a percentage of total anticipated services to be performed. Where the outcome cannot be estimated reliably, revenue is recognised only to the extent that related expenditure is recoverable.

All revenue is stated net of the amount of goods and services tax (GST).

1(h) Goods and Services Tax

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Tax Office. In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense. Receivables and payables in the balance sheet are shown inclusive of GST.

NATIONAL SHELTER INCORPORATED
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 June 2026

1. STATEMENT OF SIGNIFICANT POLICIES

1(i) Government Grants

Government grants are brought to account as income when the Association receives them. At the end of a financial year Unspent Grants are transferred to an appropriate liability account.

19(j) Assets

Current policy is to expense all purchases of a capital nature except those costing in excess of $5,000.

2. EVENTS AFTER BALANCE DATE

There are no known events that occurred after balance date that may have an impact on the financial statements.

The accompanying notes form part of the financial report and are to be read in conjunction with the attached audit report.

SUSANNE LEE & ASSOCIATES

CERTIFIED PRACTISING ACCOUNTANT

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INDEPENDENT AUDIT REPORT
TO THE MEMBERS OF NATIONAL SHELTER INCORPORATED

Scope

I have audited the attached special purpose financial report of the National Shelter Incorporated for the year ended 30th June 2026. The Association's Board of Management is responsible for the preparation and presentation of the financial report, and the information contained therein, and has determined that the accounting policies used are consistent with the financial reporting requirements of the entity's constitution and are appropriate to meet the needs of the members. I have conducted an independent audit of the financial report in order to express an opinion to the members of the National Shelter Incorporated on its preparation and presentation. No opinion is expressed as to whether the accounting policies used are appropriate to the needs of the members.

The financial report has been prepared for distribution to the members for the purpose of fulfilling the Board of Management's financial reporting requirements under the Association's constitution and the *Associations Act*. I disclaim any assumption of responsibility for any reliance on this report or on the financial report to which it relates, to any person other than the members, or for any purpose other than that for which it was prepared.

My audit has been conducted in accordance with Australian Auditing Standards. My procedures included examination, on a test basis, of evidence supporting the amounts and other disclosures in the financial report, and the evaluation of accounting estimates. These procedures have been undertaken to form an opinion as to whether, in all material respects, the financial report is presented fairly in accordance with the basis of accounting described in Note 1 to the financial report and the requirements of the *Associations Act*. These do not require the application of all Accounting Standards.

The audit opinion expressed in this report has been formed on the above basis.

Audit Opinion

In my opinion, the financial report presents fairly in accordance with the accounting policies described in Note 1 to the financial report, the financial position of the National Shelter Incorporated at 30th June 2026 and the results of its operations for the year then ended.

SUSANNE LEE, FCPA
DATED 24 August 2026

SUSANNE LEE & ASSOCIATES IS A CPA PRACTICE
Liability is limited by a scheme approved under Professional Standards legislation

National Shelter Incorporated
Profit & Loss – Grant HSDR
1 March 2026 through 30 June 2026

Income	
Current Year Grants	$466,666.67
Total Income	**$466,666.67**
Operating Expenses	
Accommodation	$631.47
Computer	$2,422.00
Conferences (External)	$21,080.95
Consultancy	$30,978.33
Internet Web	$218.18
Management Fees	$1,875.00
Media/Policy	$3,000.00
Memberships	$1,136.36
Parking	$86.53
Stationary	$603.78
Subscriptions	$218.18
Superannuation	$4,423.64
Travel Expenses	$12,714.88
Wages & Salaries	$36,863.74
Total Operating Expenses	**$116,253.04**
Net Profit	**$ 350,413.63**

Appendix 1