national shelter

STRATEGIC PLAN

2026-2036

A stronger Australia through more secure housing

A decade of national policy leadership, practical advocacy and collective action to deliver more affordable, secure and equitable housing, especially for people with the least housing choice.



OUR VISION

Every person across 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 incomes, reduce housing insecurity and help end homelessness.

THE CONTEXT

Australia's housing system is under sustained pressure, and too many people struggle to find and keep a secure, affordable home. The next decade demands sustained national leadership.

OUR STRATEGIC PRIORITIES

01	**National policy leadership**	Advance a coherent, durable national housing reform agenda with measurable, needs-based targets and accountability.
02	**Evidence-informed advocacy**	Turn evidence, lived experience and community voices into practical, non-partisan policy advocacy.
03	**Partnerships and alliances**	Build new cross-sector partnerships and harness the Network's reach to advance shared housing reforms.
04	**Sector capability**	Strengthen Network coordination and capability, connecting state, territory, regional and remote knowledge.
05	**A resilient organisation**	Sustain strong governance, workforce and leadership continuity, diverse funding and policy capability.

DELIVERING THE STRATEGY

Translated into action through our National Policy & Advocacy Framework, annual priorities and organisational planning and delivery.

LEAD

National housing reform, affordable housing supply, housing security and national accountability.

CONVENE

Bring partners together to build common positions and strengthen national housing policy and advocacy.

PARTNER

Work with First Nations, tenant, lived experience, homelessness and disability organisations, respecting self-determination.

OUR VALUES: COLLABORATION | INDEPENDENCE | RESPECT AND INCLUSION | SOCIAL JUSTICE

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2036 OUTCOME DASHBOARD

Tracking progress towards better housing outcomes and the contribution National Shelter makes along the way.

WHAT CHANGES OVER THE DECADE

01
More affordable homes

Sustained net growth in public, social, affordable, specialist and supportive housing.

02
A durable national framework

Long-term national governance, housing targets, investment and accountability across jurisdictions.

03
Greater housing security

A more affordable, stable and diverse housing system, with stronger protections and greater choice.

04
Inclusive, well-located communities

Planning, land and infrastructure support affordable housing with access to jobs, transport and services.

HOW WE MEASURE PROGRESS



SYSTEM CONDITIONS
What is changing

Track improved housing affordability and security, increased public, social and affordable supply, and clear national targets.



CONTRIBUTION AND INFLUENCE
What we are helping shift

Influence on national housing policy and investment, and our ability to turn shared priorities into durable reforms.



ORGANISATIONAL STRENGTH
How we sustain our impact

Our organisational strength, Shelter Network capability, partnership quality and resources to deliver lasting impact.

BY 2036, SUCCESS LOOKS LIKE

- **Housing need and population, including First Nations housing needs, are matched by sustained growth in public, social and affordable housing.**
- **National housing targets, investment and accountability endure across political and economic cycles.**
- **Fewer people experience housing insecurity, with greater affordability, security and choice.**
- **Affordable housing is embedded in planning, land and infrastructure decisions, not treated as an afterthought.**
- **National Shelter and the Shelter Network have the influence, capability and resilience to sustain national housing reform.**

REVIEW AND ACCOUNTABILITY

Guided by our National Policy and Advocacy Principles, we will monitor progress against this strategy and review it periodically, so National Shelter stays responsive to changing housing needs and opportunities for reform.

ENABLERS: RELATIONSHIPS | LIVED EXPERIENCE | EVIDENCE | DIVERSE FUNDING | GOVERNANCE | SHELTER NETWORK