



# **National Regulatory System for Community Housing (NRSCH)**

## **Stakeholder Engagement Strategy and Communication Plan 2017-2018**

**28 November 2017  
Version 1.0**



# Table of Contents

<b><u>1</u></b>	<b><u>DOCUMENT INFORMATION</u></b>	<b><u>4</u></b>
1.1	DOCUMENT LOCATION	4
1.2	DOCUMENT PURPOSE	4
1.3	REVIEW	4
1.4	GLOSSARY	4
1.5	SCOPE	5
<b><u>2.</u></b>	<b><u>INTRODUCTION</u></b>	<b><u>6</u></b>
2.1	WHO WE ARE	6
2.2	WHY DO WE WANT TO ENGAGE WITH STAKEHOLDERS	6
<b><u>3.</u></b>	<b><u>OUR STAKEHOLDERS</u></b>	<b><u>7</u></b>
<b><u>4.</u></b>	<b><u>ENGAGEMENT PRINCIPLES</u></b>	<b><u>8</u></b>
4.1	KEY PRINCIPLES	8
4.2	ENGAGEMENT METHODOLOGY	8
<b><u>5.</u></b>	<b><u>EXISTING MECHANISMS FOR ENGAGEMENT</u></b>	<b><u>10</u></b>
<b><u>6.</u></b>	<b><u>COMMUNICATION REQUIREMENTS</u></b>	<b><u>11</u></b>
<b><u>7.</u></b>	<b><u>MANAGE RISK</u></b>	<b><u>14</u></b>
<b><u>8.</u></b>	<b><u>PERFORMANCE AND MONITORING</u></b>	<b><u>15</u></b>
	<b><u>APPENDIX 1: COMMUNICATION PLAN 2017-2018</u></b>	<b><u>16</u></b>



# 1 Document Information

---

## 1.1 Document Location

This file is saved electronically at NRS17/47

## 1.2 Document Purpose

This document provides a national plan for stakeholder engagement and a communication plan for 2017-2018 for the National Regulatory System for Community Housing (NRSCH).

Individual jurisdictions may develop plans aligned with the national approach to engage stakeholders at a state or territory level and to provide more targeted communication, training and support relevant to their area.

## 1.3 Review

This document was reviewed at the following NRSCH forums

Forum	Date
Progress Meeting	9 August 2017 & 27 September 2017
Registrars Forum	Out of Session 5 October 2017
Regulatory Advisory Group	28 November 2017

## 1.4 Glossary

Term	Definition
AACQA	Australian Aged Care Quality Agency
ACNC	Australian Charities and Not-for profit Commission
ACOP	Analyst Community of Practice
AIHW	Australian Institute of Health and Welfare
FACOP	Financial Analyst Community of Practice
NRSCH	National Regulatory System for Community Housing
ORIC	Office of the Registrar of Indigenous Corporations



## **1.5 Scope**

The strategy sits alongside any applicable key engagement and communication strategies developed by individual states and territories.

This is a living document that will regularly be updated to reflect external and organisation changes.



## 2. Introduction

---

### 2.1 Who we are

The National Regulatory System for Community Housing (NRSCH) is a regulatory system designed to contribute to a well governed and managed community housing sector, and provide a platform for the ongoing development and viability of the community housing sector across Australia.

The aim is to achieve this vision by:

- providing a consistent regulatory environment to support the growth and development of the community housing sector
- paving the way for future product development
- reducing the regulatory burden on housing providers working across jurisdictions
- providing a level playing field for providers seeking to enter new jurisdictions

Registrars participating in the National Regulatory System work together with a shared purpose of enabling regulatory approaches which promote competitiveness, protection and confidence.

### 2.2 Why do we want to engage with stakeholders

Engagement with stakeholders improves what we do and how we do it by:

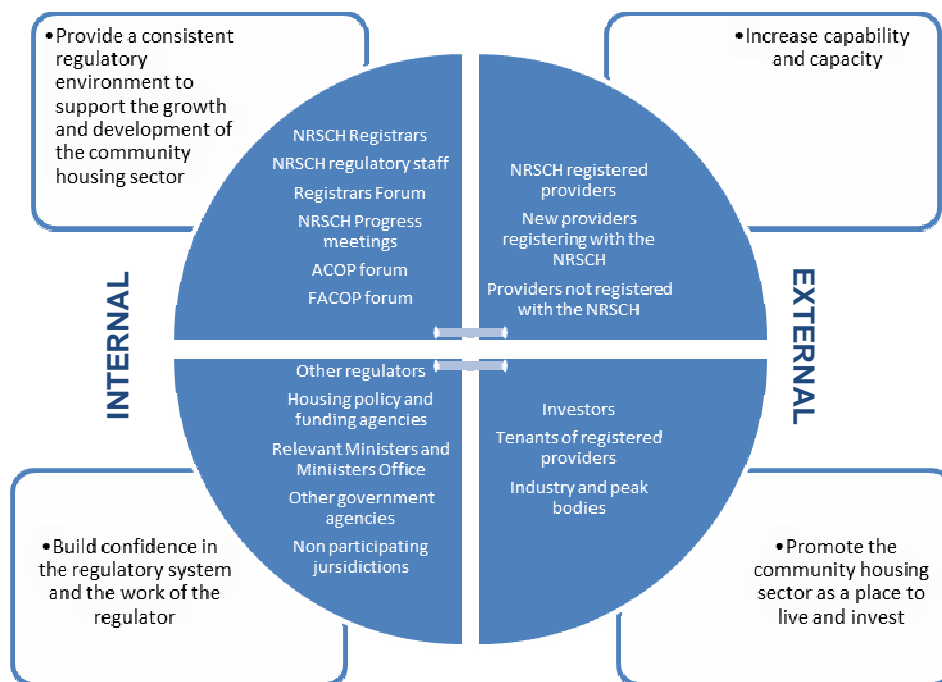
- Increasing capability within the sector
- Increasing the capability and consistency of regulators nationally
- Promoting and educating
- Reducing regulatory compliance costs for Government and organisations



### 3. Our Stakeholders

This strategy distinguishes stakeholders impacted by regulatory administration and those that deliver the service. Regulators will engage with:

- Registrars and regulation staff
- housing providers (registered and unregistered) who deliver services to applicants and tenants
- tenants of registered community housing providers
- other jurisdictions (participating and non-participating NRSCH)
- industry and peak bodies
- investors and financiers
- government and other regulatory agencies across Australia



**NRSCH Stakeholders**



## 4. Engagement Principles

### 4.1 Key Principles

The key principles to be adopted by the NRSCH to ensure successful engagement are:

- Access and opportunity to enable organisations and industry and peak bodies to engage with regulators on issues
- Timely, clear communication about emerging issues, trends and pending decisions to enable opportunity for feedback
- Sharing the outcomes from engagement including feedback about decisions
- Access to information that will enable better stakeholder awareness and contribution
- Clear processes for engagement that will allow appropriate time for discussion, consideration and lead to clear outcomes

### 4.2 Engagement methodology

All engagement processes need to inform, most will have some level of consultation and some will include active participation. Different types of engagement are appropriate for different stakeholders. The approach and tool used will depend on the goal, timeframe and resources available.

Table 1:

	<b>INFORM</b>	<b>EDUCATE</b>	<b>ENGAGE</b>
<b>GOAL</b>	To provide balanced, objective and consistent information to assist stakeholders to understand issues, opportunities and solutions	To work directly with stakeholders to develop and strengthen skills, processes and resources and promote the regulatory system.	To engage with stakeholders to obtain feedback, develop alternatives and identify preferred solutions



**NRSCH – Stakeholder Engagement Strategy and Communication Plan**

	<b>INFORM</b>	<b>EDUCATE</b>	<b>ENGAGE</b>
<b>METHOD</b>	<ul style="list-style-type: none"><li>• Fact sheets</li><li>• NRSCH website</li><li>• NRSCH intranet</li><li>• Bulk emails</li><li>• Peak and industry meetings</li></ul>	<ul style="list-style-type: none"><li>• Compliance Briefings</li><li>• Focused training</li><li>• ACOP</li><li>• FACOP</li></ul>	<ul style="list-style-type: none"><li>• Regulatory Advisory Group</li><li>• Registrars Forum</li><li>• Reference groups</li><li>• Joint planning</li><li>• Shared projects</li><li>• Workshops</li><li>• Call for comments</li></ul>





## 5. Existing mechanisms for engagement

The table below identifies existing NRSCH stakeholder forums and their function.

Individual states and territories may engage in other planned activities at a jurisdictional level including compliance briefings for providers and regular meetings with peak and industry bodies.

Stakeholder	Function
<b>Registrars, sector and policy representatives</b>	Facilitate the provision of advice to the Registrars Forum about systemic issues that impact on the implementation and ongoing effectiveness of the NRSCH  The Regulatory Advisory Group meet bi-annually
<b>National Registrars (participating and non participating jurisdictions)</b>	Share national experience and knowledge to promote good practice and the continuous improvement of the administration and design of regulatory functions.  The Registrars Forum meet monthly
<b>Participating NRSCH Registrars</b>	Make co-ordinated and consistent decisions to achieve the objectives and development of the NRSCH.  Progress meetings with participating NRSCH registrars occur fortnightly
<b>Lead Analysts</b>	Promote consistency nationally and provide suggestions for improvement to operational processes and associated documentation or material to the Chair for consideration by the Registrars' Forum  ACOP meet bi-monthly
<b>Lead Financial Analysts</b>	Promote consistency nationally and provide suggestions for improvement to operational processes and associated documentation or material to the Chair for consideration by the Registrars' Forum  FACOP meet bi-monthly



## 6. Communication Requirements

The tables below provide a description of the key stakeholders and relevant communication requirements. This information will be used to support the development of targeted communications and will inform the frequency of information required

Stakeholder	Communication requirements
<p><b>Registered community housing providers</b></p>	<ul style="list-style-type: none"> <li>• Registered community housing providers will require communication in relation to the following areas:                             <ul style="list-style-type: none"> <li>○ Preparing for the compliance assessment</li> <li>○ Evidence requirements</li> <li>○ Importance of accurate data collection and reporting</li> <li>○ Supporting providers manage their account information through the Community Housing Regulatory Information System (CHRIS) portal</li> <li>○ Change management – updates to CHRIS and the development of operational policies</li> </ul> </li> </ul>
<p><b>Unregistered community housing providers/ New entrants to the NRSCH</b></p>	<ul style="list-style-type: none"> <li>• Unregistered community housing providers and/ or new entrants to the NRSCH will need communication in relation to the following areas:                             <ul style="list-style-type: none"> <li>○ Benefits of registration</li> <li>○ Requirements of registration</li> <li>○ Requirements for ongoing compliance</li> <li>○ Options for entering partnerships with other providers in order to better position themselves to deliver viable and sustainable services</li> </ul> </li> </ul>



Stakeholder	Communication requirements
<p><b>Funding and housing agency staff</b></p>	<ul style="list-style-type: none"> <li>• Funding and housing agency staff (and their equivalents) will require communication in the following areas:                             <ul style="list-style-type: none"> <li>○ Trend and pattern performance reporting</li> <li>○ Performance of individual entities</li> <li>○ On going sustainability of providers</li> <li>○ Data sharing protocols</li> <li>○ Data exchange protocols</li> <li>○ Performance of the NRSCH</li> <li>○ Advice on individual agency capacity to take on new initiatives</li> </ul> </li> </ul>
<p><b>Investors and financiers</b></p>	<ul style="list-style-type: none"> <li>• Investors and financiers will require communication in relation to the following areas:                             <ul style="list-style-type: none"> <li>○ Objectives of NRSCH</li> <li>○ Registration and ongoing compliance requirements</li> <li>○ Sector performance reporting</li> <li>○ Access to the National Register</li> <li>○ Tiering in the Regulatory System</li> <li>○ Understanding indicators/ target range</li> <li>○ Financial viability and sustainability of registered community housing providers.</li> </ul> </li> </ul>
<p><b>Registrars and regulation staff</b></p>	<ul style="list-style-type: none"> <li>• The sharing of experience and knowledge of regulatory assessments to promote good practice, continuous improvement and consistency is supported and encouraged.</li> </ul> <p>Registrars and regulation staff will require information in relation to:</p> <ul style="list-style-type: none"> <li>○ CHRIS system change management</li> <li>○ Policy and process development</li> <li>○ Promoting and supporting the administration of the NRSCH</li> <li>○ Achieving visibility of national regulatory systems</li> <li>○ Development and continuous improvement of the NRSCH</li> </ul>



Stakeholder	Communication requirements
<b>Tenants of registered community housing providers</b>	<ul style="list-style-type: none"><li>• Role of the regulator</li><li>• Benefits for tenants of the National Regulatory System</li><li>• Complaints management process</li></ul>



## 7. Manage risk

Stakeholder engagement can have varying levels of risk. Some risks that are common to the stakeholder engagement process and potential mitigation strategies are identified below.

	<b>Risk</b>	<b>Mitigation</b>
1	Stakeholders have a different understanding of the engagement objectives and different expectations about the outcomes of the engagement process.	<p>Involve stakeholders in defining the purpose of the engagement and outcome expectations.</p> <p>The engagement plan should be clear on what issues are relevant and how to manage and respond to any ad hoc issues that are raised.</p>
2	Stakeholders feeling excluded from the process, for example, providers in remote locations may be unable to attend engagement activities due to geographical location	<p>Offer modified models of engagement including webinars and remote meeting technologies such as teleconferencing and Gotomeeting.</p> <p>Use existing forums stakeholders may participate in as platforms for seeking feedback</p>
3	Stakeholders have insufficient time to contribute fully or to raise concerns due to competing priorities	Work with stakeholders to build their capacity to contribute, or offer modified or different models of engagement.



## **8. Performance and monitoring**

---

The NRSCH Secretariat in collaboration with the Registrars Forum will conduct a stakeholder evaluation on an annual basis to determine the effectiveness of current communication and to assess the future needs of stakeholders. This will be undertaken as part of the annual business planning processes.



## Appendix 1: Communication Plan 2017-2018

WHO	WHAT	HOW	WHEN	RESPONSIBILITY
<b>INTERNAL STAKEHOLDERS</b>				
<b>NRSCH Registrars</b>	<ul style="list-style-type: none"> <li>Update on project activities, issues, best practice and risks</li> <li>Consistency in the administration of the NRSCH</li> <li>Reporting</li> </ul>	<ul style="list-style-type: none"> <li>Report at regular meeting</li> <li>Approval of NRSCH products and project plans</li> <li>Registrar's report</li> <li>Sector Snapshot</li> <li>Out of session emails and teleconferences</li> </ul>	<ul style="list-style-type: none"> <li>Registrars Forum (monthly)</li> <li>Progress meeting (fortnightly)</li> <li>Registrar's report                             <ul style="list-style-type: none"> <li>August 2017</li> <li>February 2018</li> </ul> </li> <li>Sector Snapshot                             <ul style="list-style-type: none"> <li>August 2017</li> <li>February 2018</li> </ul> </li> </ul>	NRSCH Registrars NRSCH Secretariat
<b>Registrars from non NRSCH participating jurisdictions</b>	<ul style="list-style-type: none"> <li>Update on project activities, issues, best practice and risks</li> <li>Consistency in the administration of the NRSCH</li> <li>Reporting</li> </ul>	<ul style="list-style-type: none"> <li>Report at regular meeting</li> <li>Approval of project plans</li> <li>Sector Snapshot reports</li> <li>Out of session emails and teleconferences</li> </ul>	<ul style="list-style-type: none"> <li>Registrars Forum (monthly)</li> <li>Sector Snapshot                             <ul style="list-style-type: none"> <li>August 2017</li> <li>February 2018</li> </ul> </li> </ul>	NRSCH Registrars Non NRSCH Registrars



Appendix 1: Communication Plan 2017-2018

WHO	WHAT	HOW	WHEN	RESPONSIBILITY
<b>Regulatory Staff</b>	<ul style="list-style-type: none"> <li>Best practice</li> <li>Deliver key messages</li> <li>Promote project/ NRSCH objectives</li> <li>Communicate process and system changes</li> <li>Consistency in the administration of the NRSCH</li> <li>National data updates</li> <li>Trouble shooting portal access with providers</li> </ul>	<ul style="list-style-type: none"> <li>Presentations</li> <li>Bulk emails</li> <li>Chatter</li> <li>Information package for cascade training of staff</li> <li>Quick Reference Guides</li> <li>Webinars</li> <li>Accessible information on web site and intranet</li> </ul>	<ul style="list-style-type: none"> <li>As required</li> <li>Sector Snapshot               <ul style="list-style-type: none"> <li>August 2017</li> <li>February 2018</li> </ul> </li> <li>FACOP and ACOP (bi- monthly)</li> <li>Trouble shooting guide published September 2017</li> </ul>	Registrars NRSCH Secretariat Lead Analysts
<b>Housing policy and funding agencies (or equivalent)</b>	<ul style="list-style-type: none"> <li>Update on project activities, issues, best practice and risks</li> <li>Feedback on policy and systemic NRSCH issues</li> <li>Strategies to promote the NRSCH</li> </ul>	<ul style="list-style-type: none"> <li>Presentations</li> <li>Information package for cascade training of staff</li> <li>Feedback on decision making and policy application within Districts</li> <li>Information distribution</li> </ul>	<ul style="list-style-type: none"> <li>Registrars Forum (bi-annual)  28 November 2017 2018 date TBC</li> </ul>	Chairperson, Registrars Forum NRSCH Registrars NRSCH Secretariat
<ul style="list-style-type: none"> <li><b>EXTERNAL STAKEHOLDERS</b></li> </ul>				





Appendix 1: Communication Plan 2017-2018

WHO	WHAT	HOW	WHEN	RESPONSIBILITY
<b>Registered community housing providers</b>	<ul style="list-style-type: none"> <li>Service evaluation surveys – strategies to improve services</li> <li>Information requirements</li> </ul>	<ul style="list-style-type: none"> <li>NRSCH publications</li> <li>Liaison meetings with individual providers</li> <li>Information distribution</li> <li>Service evaluation surveys</li> <li>Bulk emails</li> </ul>	<ul style="list-style-type: none"> <li>Compliance Information Briefings (Tier 1 and Tier 2- Yearly)               <ul style="list-style-type: none"> <li>QLD 1 November 2017</li> </ul> </li> <li>Compliance Information Briefings (Tier 3 – Every 2 years)</li> <li>Reminder to update details issued twice per year ( February and August)</li> <li>Service evaluation surveys (issued following the completion of a compliance assessment)</li> </ul>	<ul style="list-style-type: none"> <li>Regulators</li> <li>Sector Representatives</li> <li>Reminders issued by NRSCH Secretariat</li> </ul>
<b>Targeted consultation - Tier 3 Providers</b>	<ul style="list-style-type: none"> <li>Review of Tier 3 evidence requirements</li> </ul>	<ul style="list-style-type: none"> <li>Presentation</li> <li>Information distribution</li> <li>Analysis of service evaluation surveys</li> </ul>	<ul style="list-style-type: none"> <li>Presentations December 17 –March 18</li> <li>Presentations at existing sector meetings and forums (TBC)</li> </ul>	<ul style="list-style-type: none"> <li>NRSCH Registrars</li> <li>Sector Representatives</li> <li>Analysis of surveys - Secretariat</li> </ul>
<b>Tenants of registered providers</b>	<ul style="list-style-type: none"> <li>Role of the regulator</li> <li>How the national system benefits tenants</li> </ul>	<ul style="list-style-type: none"> <li>NRSCH publications</li> <li>Accessible information on web site</li> </ul>	<ul style="list-style-type: none"> <li>As required</li> <li>Regular meetings at jurisdictional level with tenant advocate services</li> </ul>	<ul style="list-style-type: none"> <li>Web site maintenance – NRSCH Secretariat</li> </ul>



Appendix 1: Communication Plan 2017-2018

WHO	WHAT	HOW	WHEN	RESPONSIBILITY
<b>Peak bodies (Sector Representatives)</b>	<ul style="list-style-type: none"> <li>Strategies to promote the NRSCH</li> <li>Update on project activities, issues, best practice and risks</li> <li>Strategies/ options to reduce the burden on Tier 3 providers</li> </ul>	<ul style="list-style-type: none"> <li>Presentation</li> <li>Information distribution</li> <li>Accessible information on web site</li> <li>Jurisdictional meetings with peak bodies</li> </ul>	<ul style="list-style-type: none"> <li>Information distribution, as required</li> <li>Registrars Forum (bi-annual)</li> <li>Consultation Forums TBC</li> <li>Meetings at jurisdictional level to be arranged as required.</li> <li>28 November 2017</li> <li>2018 date TBC</li> </ul>	<ul style="list-style-type: none"> <li>Chairperson, Registrars Forum</li> <li>NRSCH Secretariat</li> <li>Registrars – meeting with jurisdictional peak bodies</li> </ul>
<b>Finance and Investment representatives</b>	<ul style="list-style-type: none"> <li>The NRSCH will monitor the financial viability of registered community housing providers which will help to promote financial sustainability and ensure the continuation of housing services</li> </ul>	<ul style="list-style-type: none"> <li>Data reporting</li> <li>Meetings</li> <li>Consultation forums</li> </ul>	<ul style="list-style-type: none"> <li>Local jurisdiction meetings with finance and investment representatives to be arranged as required</li> <li>Twice yearly</li> </ul>	<ul style="list-style-type: none"> <li>Chairperson, Registrars Forum</li> <li>Registrars</li> <li>Sector representatives</li> </ul>
<b>Treasury</b>	<ul style="list-style-type: none"> <li>Promote the NRSCH and raise awareness</li> </ul>	<ul style="list-style-type: none"> <li>Presentation</li> <li>Distribution of information</li> </ul>	<ul style="list-style-type: none"> <li>Invite Registrars Forum – September – December (pending confirmation of availability)</li> </ul>	Chairperson, Registrars Forum Policy Representatives Sector Representatives



Appendix 1: Communication Plan 2017-2018

WHO	WHAT	HOW	WHEN	RESPONSIBILITY
<b>Regulators with mutual interest</b>	<ul style="list-style-type: none"><li>Strategies to strengthen relationships between organisations</li><li>Explore overlaps in activities with a view to minimising red tape and regulatory burden for providers</li></ul>	<ul style="list-style-type: none"><li>Presentations</li><li>Information distribution</li><li>Meetings</li><li>Jurisdictional liaison with regulators</li></ul>	<ul style="list-style-type: none"><li>ACNC – ongoing communication through SA Registrar</li><li>ORIC -Invite to Registrars Forum extended July 2017</li><li>AACQA – Invite to Registrars Forum extended July 2017</li></ul>	Chairperson, Registrars Forum
<b>AIHW</b>	<ul style="list-style-type: none"><li>Data collection and sharing</li><li>Improving the alignment of satisfaction rates</li></ul>	<ul style="list-style-type: none"><li>Meetings</li><li>Information sharing</li><li>Consultation forums</li></ul>	<ul style="list-style-type: none"><li>TBC</li></ul>	Chairperson, Registrar's Forum Policy Representatives