



National Regulatory System for Community Housing (NRSCH)

Stakeholder Engagement Strategy and Communication Plan 2023

7 February 2024
Version 1.1

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1 Document Information

1.1 Document Location

This file is saved electronically at D23/1601367 (TRIM REF: NRS23/29)

1.2 Document Purpose

This document provides a ***national plan for stakeholder engagement and a communication plan*** for 2023-2026 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	Version	Date
Operational Leadership Group	V1.0	15 August 2023
Registrars Forum	V1.0	6 September 2023
Regulatory Advisory Group	V1.0	9 November 2023
Registrars Forum	V1.1	7 February 2024

1.4 Glossary

Term	Definition
AACQA	Australian Aged Care Quality Agency
ACNC	Australian Charities and Not-for profit Commission
AIHW	Australian Institute of Health and Welfare
CHIA	Community Housing Industry Association
FACOP	Financial Analyst Community of Practice
HAFF	Housing Australia Future Fund
NATSIA	National Aboriginal and Torres Strait Islander Housing

Term	Definition
	Association
NHFIC	National Housing Finance and Investment Corporation (now Housing Australia)
NRSCH	National Regulatory System for Community Housing
OLG	Operational Leadership Group
ORIC	Office of the Registrar of Indigenous Corporations
RAG	Regulatory Advisory Group

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) represents the national system for the regulation of community housing providers across New South Wales, Queensland, South Australia, Tasmania, Australian Capital Territory, and the Northern Territory. It is designed to contribute to a well governed, well managed, scalable and sustainable community housing sector that meets the housing needs of tenants and provides assurance for government and investors. 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 helps us to proactively consider the needs of anyone who has a stake in the regulatory system and to:

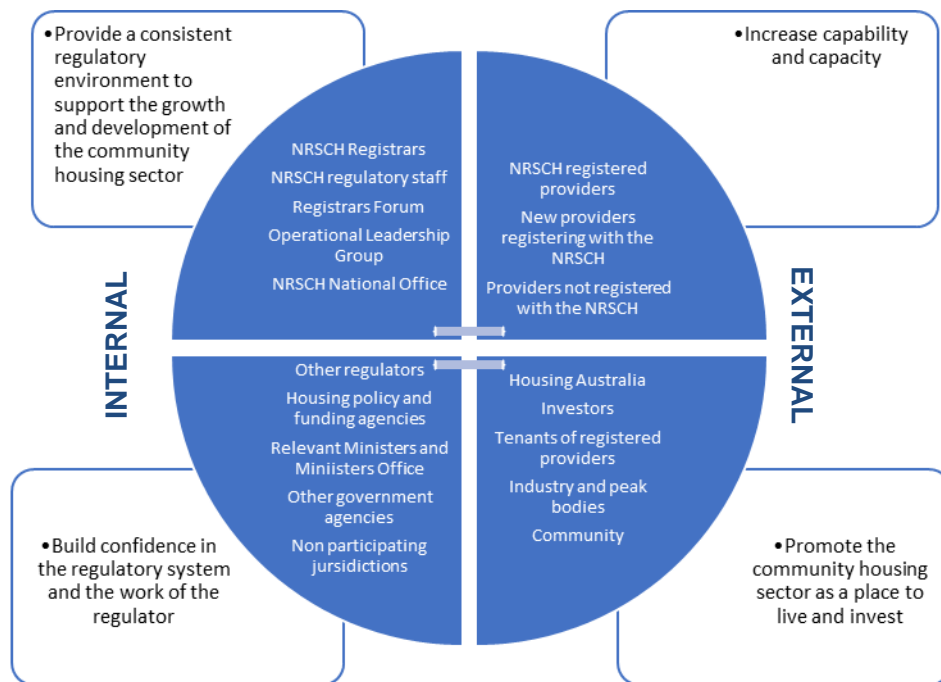
- Promote trust, confidence and buy in.
- Increase the impact and sustainability of the system.
- Increase capability within the sector.
- Increase the capability and consistency of regulators nationally.
- Promote and educate.
- Leverage opportunities and mitigate risks.
- Gain new insights and perspectives.
- Reduce 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 regulatory 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

Diagram 1: NRSCH Stakeholders



NRSCH Stakeholders

4. Engagement Principles

4.1 Key Principles

The key principles to be adopted by the NRSCH are:

Engage with purpose

- Engage to build stronger relationships, share knowledge, increase understanding of stakeholder's needs and expectations and encourage others to commit to shared goals
- Promote the community housing sector as a place to live and invest
- Generate innovative ideas and solutions and maximise public value
- Clear processes for engagement that will allow appropriate time for discussion, consideration and lead to clear outcomes
- Partner with stakeholders to share outcomes, develop alternatives that reflect concerns and ambitions and incorporate advice and recommendations into decision making processes

Communicate clearly

- Timely, clear communication about emerging issues, trends and pending decisions to enable opportunity for feedback

Access and opportunity

- Access and opportunity to enable financiers and investors, organisations and industry and peak bodies to engage with regulators on issues
- Access to information that will enable better stakeholder awareness and contribution
- Engage early to achieve better outcomes for the community, sector and government

Table 1: Engagement principles

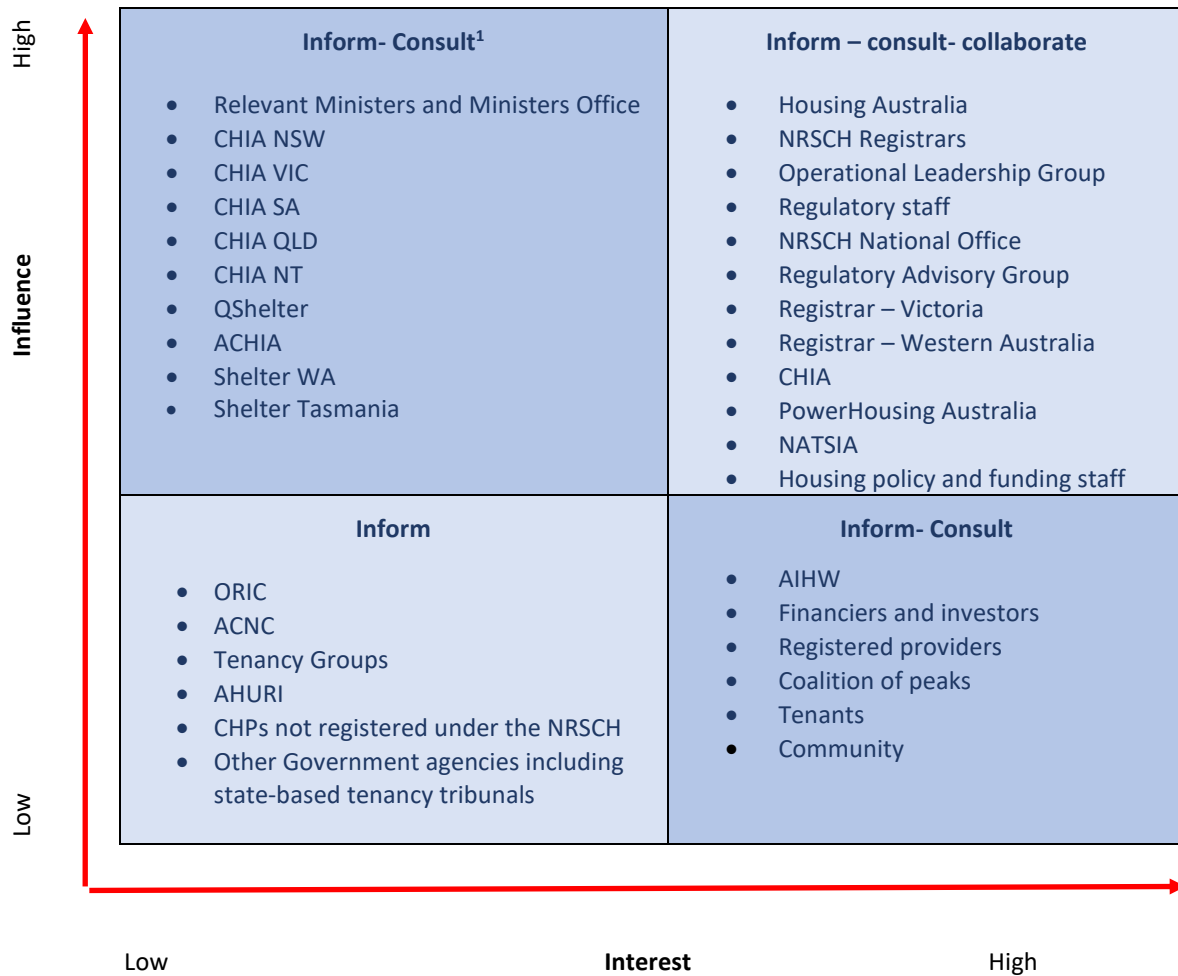
	INFORM	CONSULT	COLLABORATE
GOAL	To provide balanced, objective and consistent information to assist stakeholders to understand issues, opportunities and alternatives and/ or solutions.	To engage with stakeholders to obtain feedback and develop alternatives and/ or make decisions.	To partner with stakeholders to develop alternatives and opportunities and to identify preferred solutions.
COMMITMENT	We will keep you informed	We will keep you informed, listen to and acknowledge your views and provide feedback on how stakeholder input influenced decisions.	We will look to you for direct advice and innovation in formulating solutions and incorporate advice and recommendations into decisions to the maximum extent possible.
METHOD	<ul style="list-style-type: none"> • Fact sheets and newsletters • NRSCH website/ intranet • Performance reporting • Bulk communication • Compliance Briefings • Focused training • Chatter posts 	<ul style="list-style-type: none"> • Public/ sector comment • Focus groups • Call for comments • Workshops • Document review 	<ul style="list-style-type: none"> • Regulatory Advisory Group • Reference/ working groups • Co-design projects • Workshops • Consensus building • Document co-authoring

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 following mapping of stakeholders is through a national lens. Individual jurisdictions may develop plans to engage stakeholders at a state or territory level relevant to their area. *The outputs of stakeholder mapping at a jurisdictional level may be different to the national approach.*

Diagram 2: Three levels of engagement -inform, consult and collaborate



¹ State based peak and industry groups may be categorised differently in jurisdictional engagement strategies. This is a high-level national view of engagement. At a jurisdictional level state-based industry groups would generally be grouped in Inform-consult-collaborate.

4.3 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
Registrars, sector and policy representatives	Facilitate the provision of advice about systemic issues that impact on the implementation and ongoing effectiveness of the NRSCH The Regulatory Advisory Group meet bi-annually
NRSCH Registrars (participating jurisdictions)	Share national experience and knowledge to promote good practice and the continuous improvement of the administration and design of regulatory functions. Make co-ordinated and consistent decisions to achieve the objectives and development of the NRSCH. The Registrars Forum meet monthly
All Registrars – Victoria and Western Australia (non-participating jurisdictions)	Share national experience and knowledge to promote good practice and the continuous improvement of the administration and design of regulatory functions. All Registrars meet bi-annually and ad hoc as required
Regulatory staff/ Managers (participating jurisdictions)	Share knowledge, promote consistency and provide suggestions for improvement to operational processes and associated documentation or material The Operational Leadership Group meet monthly from July to December and bi-monthly January - June

5. Communication Requirements

The table below provides a description of relevant communication requirements for stakeholders and the NRSCH. This information will be used to support the development of targeted communications and will inform the frequency of information required.

Stakeholder	What communication do stakeholders require?	What communication does the NRSCH require from the stakeholder?
Registered community housing providers	<ul style="list-style-type: none"> • Preparing for the compliance assessment • Evidence requirements • Importance of accurate data collection and reporting • Comparative performance reporting • Managing their account information through the regulatory information system 	<ul style="list-style-type: none"> • Feedback on processes and data collection to achieve continuous improvement • Level of satisfaction with services • Notification of events that may have an adverse impact on compliance
Unregistered community housing providers/ New entrants to the NRSCH	<ul style="list-style-type: none"> • Benefits of registration • Requirements of registration • Requirements for ongoing compliance • Options for entering partnerships with other providers to better position themselves to deliver viable and sustainable services 	<ul style="list-style-type: none"> • Barriers to registration • Feedback on NRSCH processes

Stakeholder	What communication do stakeholders require?	What communication does the NRSCH require from the stakeholder?
Peaks and industry bodies	<ul style="list-style-type: none"> • NRSCH policy and operational direction • Sharing information on initiatives and strategies • Trends and insights in registration and compliance assessments • Opportunities for collaboration 	<ul style="list-style-type: none"> • Industry knowledge • Sharing insights/ representative views of providers • Feedback -opportunities and risks in the sector • Advice on communication strategies • Opportunities for collaboration
Funding, policy, housing agency staff	<ul style="list-style-type: none"> • Trend reporting • Comparative performance reporting • Ongoing sustainability of providers • Data sharing protocols • Data exchange protocols • Performance of the NRSCH • Advice on individual agency capacity to take on new initiatives • External expertise, perspectives, and contributing ideas to policy-making 	<ul style="list-style-type: none"> • Active stakeholder in policy and related discussions and debates to support a national regulatory system • Support regulatory key messages and take key issues to the broader stage for policy or legislative change • Notification of changes to policy and funding contracts that may impact on regulation • Data sharing protocols
Investors and financiers	<ul style="list-style-type: none"> • Assurance • Objectives of NRSCH • Registration and ongoing compliance requirements • Sector performance reporting • Access to the National Register 	<ul style="list-style-type: none"> • Feedback – what assurance do investors need from regulators to invest in social housing?

Stakeholder	What communication do stakeholders require?	What communication does the NRSCH require from the stakeholder?
	<ul style="list-style-type: none"> • Tiering in the Regulatory System • Understanding metrics (indicators/ target range) • Financial viability and sustainability of registered community housing providers. 	
<p>Registrars and regulatory staff</p>	<ul style="list-style-type: none"> • Regulatory information system change management • National landscape and strategic planning • Timely and responsive advice to emerging issues • Policy and process development • Promoting and supporting the administration of the NRSCH • Achieving visibility of national regulatory systems • Development and continuous improvement of the NRSCH • Information sharing protocols 	<ul style="list-style-type: none"> • The sharing of experience and knowledge of regulatory assessments to promote good practice and continuous improvement. • Information sharing protocols
<p>Tenants of registered community housing providers</p>	<ul style="list-style-type: none"> • Role of the regulator • Benefits for tenants of the National Regulatory System • Complaints management process 	<ul style="list-style-type: none"> • Feedback on the compliance of registered CHPS

6. 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.

	Risk	Mitigation
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 Teams.</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.
4	Insufficient NRSCH resources – no common voice to lead and represent the NRSCH	Develop and agree on key national messaging to maintain a uniform direction. Engage stakeholders to deliver key messages through existing platforms.

7. Performance and monitoring

The NRSCH National Office 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 2023-2026

WHO	WHAT	HOW	WHEN	RESPONSIBILITY
INTERNAL STAKEHOLDERS				
NRSCH Registrars	<ul style="list-style-type: none"> Update on project activities, best practice and risks Emerging issues in the regulatory environment Strategic planning objectives Sector Performance Reporting Multi-jurisdictional provider Information sharing 	<ul style="list-style-type: none"> Meeting facilitation Round table discussions Case study development Approval of NRSCH products and project plans Workshops Out of session teleconferences/ Teams meetings Information sharing protocols and agreements Development of articles for knowledge hub NRSCH document authoring 	<ul style="list-style-type: none"> Registrars Forum (monthly) Biannual face to face meetings Regulatory Advisory Group meeting Ad hoc as necessary 	<ul style="list-style-type: none"> NRSCH Registrars NRSCH National Office Operational Leadership Group



Appendix 1: Communication Plan 2023-2026

WHO	WHAT	HOW	WHEN	RESPONSIBILITY
Registrars from non NRSCH participating jurisdictions	<ul style="list-style-type: none"> • Update on project activities, issues, best practice and risks • Multi-jurisdictional provider Information sharing • Emerging sector issues • Strategic planning objectives 	<ul style="list-style-type: none"> • Meeting facilitation • Consultation • Sharing protocols and agreements • Co-authoring relevant regulatory information 	<ul style="list-style-type: none"> • Biannual face to face meetings • Regulatory Advisory Group meeting • Ad hoc as necessary 	<ul style="list-style-type: none"> • NRSCH Registrars • WA Registrars • VIC Registrar
Regulatory Staff	<ul style="list-style-type: none"> • Best practice • Deliver key messages • Promote project/ NRSCH objectives • Communicate process and system changes • Consistency in the administration of the NRSCH • National data updates • CHRIS best practice, change management and trouble shooting 	<ul style="list-style-type: none"> • Presentations • Bulk emails • Round table discussions and case study development • Chatter • Information package for cascade training of staff • Quick Reference Guides • Webinars • Accessible information on web site and intranet • Training 	<ul style="list-style-type: none"> • Ad hoc as necessary • FACOP as required • Operational Leadership Group • Project specific working group meetings 	<ul style="list-style-type: none"> • NRSCH Registrars • NRSCH National Office • Operational Leadership Group • SPV Working Group



Appendix 1: Communication Plan 2023-2026

WHO	WHAT	HOW	WHEN	RESPONSIBILITY
Housing policy and funding agencies (or equivalent)	<ul style="list-style-type: none"> Update on project activities, issues, best practice and risks Feedback on policy and systemic NRSCH issues Strategies to promote the NRSCH Emerging issues and risks Promoting change in the regulatory framework/ policy to support a diverse and dynamic sector 	<ul style="list-style-type: none"> Presentations Information package for cascade training of staff Feedback on decision making and policy application Information distribution Briefings 	<ul style="list-style-type: none"> Registrars Forum (bi-annual) HHPON meetings (as required) 	<ul style="list-style-type: none"> NRSCH Registrars NRSCH National Office
EXTERNAL STAKEHOLDERS				
Registered community housing providers	<ul style="list-style-type: none"> Strategies to improve services Information requirements Change management and IT support – CHRIS Guidance – ongoing compliance Changes to compliance scheduling Registrar updates/ guidance 	<ul style="list-style-type: none"> NRSCH publications Liaison meetings with individual providers Information distribution Service evaluation surveys Bulk emails Training/ webinar 	<ul style="list-style-type: none"> Jurisdictional registration and compliance briefings Service evaluation surveys (issued following the completion of a compliance assessment) Timing dependant on jurisdictional scheduling Ad hoc 	<ul style="list-style-type: none"> Regulators Sector Representatives



Appendix 1: Communication Plan 2023-2026

WHO	WHAT	HOW	WHEN	RESPONSIBILITY
Tenants of registered providers	<ul style="list-style-type: none"> • Role of the regulator • How the national system benefits tenants 	<ul style="list-style-type: none"> • NRSCH publications • Accessible information on web site 	<ul style="list-style-type: none"> • As required • Regular meetings at jurisdictional level with tenant advocate services 	<ul style="list-style-type: none"> • Web site maintenance – NRSCH National Office
Industry and Peak bodies (Sector Representatives)	<ul style="list-style-type: none"> • Strategies to promote the NRSCH • Update on project activities, issues, best practice and risks • Strategies/ options to reduce the burden on Tier 3 providers • Project co-design 	<ul style="list-style-type: none"> • Presentation • Information distribution • Accessible information on web site • Jurisdictional meetings with peak bodies • Collaboration 	<ul style="list-style-type: none"> • Information distribution, as required • Registrars Forum (bi-annual) • Consultation Forums TBC • Meetings at jurisdictional level to be arranged as required. • Timing based on NRSCH Strategic plan and specific project milestones 	<ul style="list-style-type: none"> • Chairperson, Registrars Forum • NRSCH National Office • Registrars – meeting with jurisdictional peak bodies
Finance and Investment representatives	<ul style="list-style-type: none"> • 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 • Regulation can provide assurance of the financial viability of providers and the sector as a whole 	<ul style="list-style-type: none"> • Data reporting • Meetings • Consultation forums • NRSCH website information • Networking opportunities – utilising existing networks and meetings • Regulatory reporting for NHFIC 	<ul style="list-style-type: none"> • Local jurisdictional meetings with finance and investment representatives to be arranged as required • Annual reporting • Regulatory reports produced as requested • Inclusion of Housing Australia in the Regulatory Advisory Group meeting (bi-annual) • Monthly Housing Australia and all Registrars Forum 	<ul style="list-style-type: none"> • Chairperson, Registrars Forum • Registrars • Sector representatives



Appendix 1: Communication Plan 2023-2026

WHO	WHAT	HOW	WHEN	RESPONSIBILITY
DSS	<ul style="list-style-type: none">• Promote the NRSCH and raise awareness of emerging issues• Promote a national approach to regulation – consistent terminology and objectives• Impacts on regulation of Commonwealth initiatives	<ul style="list-style-type: none">• Presentation• Distribution of information	<ul style="list-style-type: none">• Inclusion in Regulatory Advisory Group meetings (twice per year)	<ul style="list-style-type: none">• Chairperson, Registrars Forum• Policy Representatives• Sector Representatives
Regulators with mutual interest	<ul style="list-style-type: none">• Strategies to strengthen relationships between organisations• Explore overlaps in activities with a view to minimising red tape and regulatory burden for providers• Promote consistency in terminology and data collection• Lessons learnt – systems	<ul style="list-style-type: none">• Presentations• Information distribution• Meetings• Jurisdictional liaison with regulators• Information sharing protocols	<ul style="list-style-type: none">• TBC	<ul style="list-style-type: none">• Chairperson, Registrars Forum
AIHW	<ul style="list-style-type: none">• Data collection and sharing• Improving the alignment of satisfaction rates• Survey data	<ul style="list-style-type: none">• Meetings• Information sharing protocols• Consultation forums	<ul style="list-style-type: none">• AIHW – 27 July 2023	<ul style="list-style-type: none">• Chairperson, Registrar's Forum• Policy Representatives