



## **NSW Community Housing Industry Development Strategy 2013/14 – 2015/16**

### **2014/15 Projects**

#### **Managing Strategic Risk**

This project aims to improve the capacity of community housing providers to identify and manage strategic risks. Key themes to be dealt with by the project include strategic planning, financial viability, diversification, property development and partnerships.

- [Report: NSW Community Housing Industry Development Strategy: Managing Strategic Risk](#)

#### **Data Comparison Platform Implementation**

This project builds on the data comparison feasibility study conducted under the 2013/14 program of projects. This project will support the implementation of a data comparison framework and delivery platform for community housing providers to compare key data about their performance relative to their peers and over time.

#### **Linking Tenants to Employment Training and Education**

This project will research the range of ways community housing providers and specialist homelessness services support tenants/clients to seek employment and training opportunities. The project will build an evidence base for these activities and collect case studies and other material to encourage innovation, facilitate effective policy settings, and promote the replication of good practice across providers.

#### **Neighbourhoods**

This project will build the community housing industry's understanding and capacity in order to support community housing providers' work on estates. This project will build on the existing content available in the NSW Federation of Housing Associations' Neighbourhood Hub and will ensure that there is effective knowledge transfer into the industry from experts, including from Family and Community Services as well as from other jurisdictions and internationally. The project will be delivered through a series of applied masterclasses to ensure knowledge transfer within and into the industry.

#### **Affordable Housing through the Planning System**

The project will develop an industry preferred approach for community housing providers on affordable housing delivery through the planning system. The development of an industry preferred approach will equip the community housing sector with a starting point for negotiations with both developers and consent authorities to deliver outcomes that are effective for the industry and ensure affordability in perpetuity.



### **Provider Readiness for the National Disability Insurance Scheme (NDIS)**

The project will work with the community housing and disability industries to develop funding models for housing people with disability. The project will document policy approaches which may be appropriate for these models. The project will develop an issues paper, based on existing and emerging information, and consultation with members, FACS personnel, National Disability Insurance Agency personnel, National Disability Services and other disability industry experts, and community housing peaks in other jurisdictions.

### **Effective Partnerships and Joint Working Arrangements (JWAs)**

This project will develop and deliver a series of masterclasses to facilitate the exchange and development of knowledge and skills on effective partnering throughout the homelessness and housing industries. Supporting resources will be developed or sourced where appropriate (articles, reports and other information). Should need be identified, partnership support resources (e.g. templates, guides, etc.) may also be developed following masterclass sessions. It includes a financial contribution from the Industry Partnership.

### **Industry Leadership**

This project will expand and enhance community housing industry leadership by ensuring that industry participants are able to work collectively on key emerging issues. As well as identifying key issues for discussion, and promoting engagement among providers, Government and other stakeholders, the project will introduce a leadership facilitator to ensure that these discussions also include the development of industry leadership skills and support the development of new or enhanced leadership structures.

### **Addendum to Business Structures and Arrangements in a Complex Environment Report on JWAs in the Specialist Homelessness Services (SHS) Sector**

In light of the NSW Government's Going Home Staying Home reforms to the SHS sector, 50% of SHS provision is being delivered through a partnership (joint working arrangement) approach. This project will outline arrangements. This project will be delivered in the form of an addendum to the *Business Structures and Arrangements in a Complex Environment Report* delivered in 2013/14 IDS program.

### **Benchmarking Commercial Indicators**

This project will develop industry understanding of the benchmarks for funding reserved for maintenance and replacement of housing stock used by private and public sector entities that manage housing portfolios, such as residential real estate trusts, the Defence Housing Authority, State government housing authorities and housing associations in overseas jurisdictions.

- [Report: Benchmarking Commercial Indicators](#)



### **Complaints Handling**

The project will seek to engage with NSW community housing through existing networks, and other key stakeholders involved in good service delivery to tenants, to understand best practice with regard to handling complaints. The research should deliver a common understanding of 'best practice' in complaints handling by key stakeholders. The research findings will determine the second phase of this project to develop tools to support providers to deliver good complaints handling services to tenants.

### **Measuring Impact of Community Housing: Theory of Change**

This project will develop a Theory of Change for community housing that articulates clearly the overall objectives of community housing (e.g. outcome or impacts). This will potentially underpin any future approaches to measuring social impact, including the development of measurements and indicators.

- [Report: Measuring The Impact of Community Housing: A Proposed Theory of Change for Community Housing](#)

### **Affordable Housing Project Closure and Post-Implementation Reviews**

This project is to identify and implement the resources to enable community housing providers to understand and record which of their project objectives have been met or exceeded and which have not been achieved. The project will identify and resource the preparation of tools, information and support to strengthen the community housing sector's capacity to understand the financial and social impacts and business outcomes of purchase and development projects.