

Registrar of
Community Housing



Strategic Plan

2022–2025



Foreword from the Registrar

I am pleased to present the NSW Registrar of Community Housing's Strategic Plan 2022 -2025.

Our Plan sets out our intention to ensure that we have a well-governed, well-managed and viable community housing sector that is maintained in keeping with the objects of the Community Housing Providers (Adoption of National Law) Act 2012.

Our Plan details how we hope to make a meaningful difference in ensuring the sustainability and viability of the community housing sector for the benefit of the people of NSW.

It describes our current and future objectives; how we will continue to build on our existing capabilities; the values that we are committed to, and what the sector and our partners can expect of our office and its people.

The community housing sector continues to attract new entrants, as well as new types of entrants, seeking registration. Much of this is driven by an increasing supply of affordable housing required to be managed by registered community housing providers (CHPs). A significant catalyst for that increase is the new State Environmental Planning Policy (Housing) 2021, promulgated in November 2021.

The increasing maturity of the community housing sector is itself a key catalyst for its continuing growth as it sources funding from both the National Housing Finance and Investment Corporation and the private sector.

There is also an increase in the number of Aboriginal community housing providers seeking registration arising from the Aboriginal Housing Office's 2018 Registration Policy which encourages Aboriginal

providers to register under the Act.

Our Plan sets out how we will continue to improve our internal capability to meet the demands of the growing number of providers in NSW and beyond. It addresses the evolving regulatory landscape, as CHPs continue to find new and innovative ways, including the introduction of Special Purpose Vehicles to grow their portfolios to better support those most in need.

I would like to acknowledge the continued and valued input from our team, registered providers, industry peaks and supporting agencies, including the Housing Agencies and look forward to continuing to lead in ensuring efficient regulation of our registered by focussing on achieving our objectives as set out below.

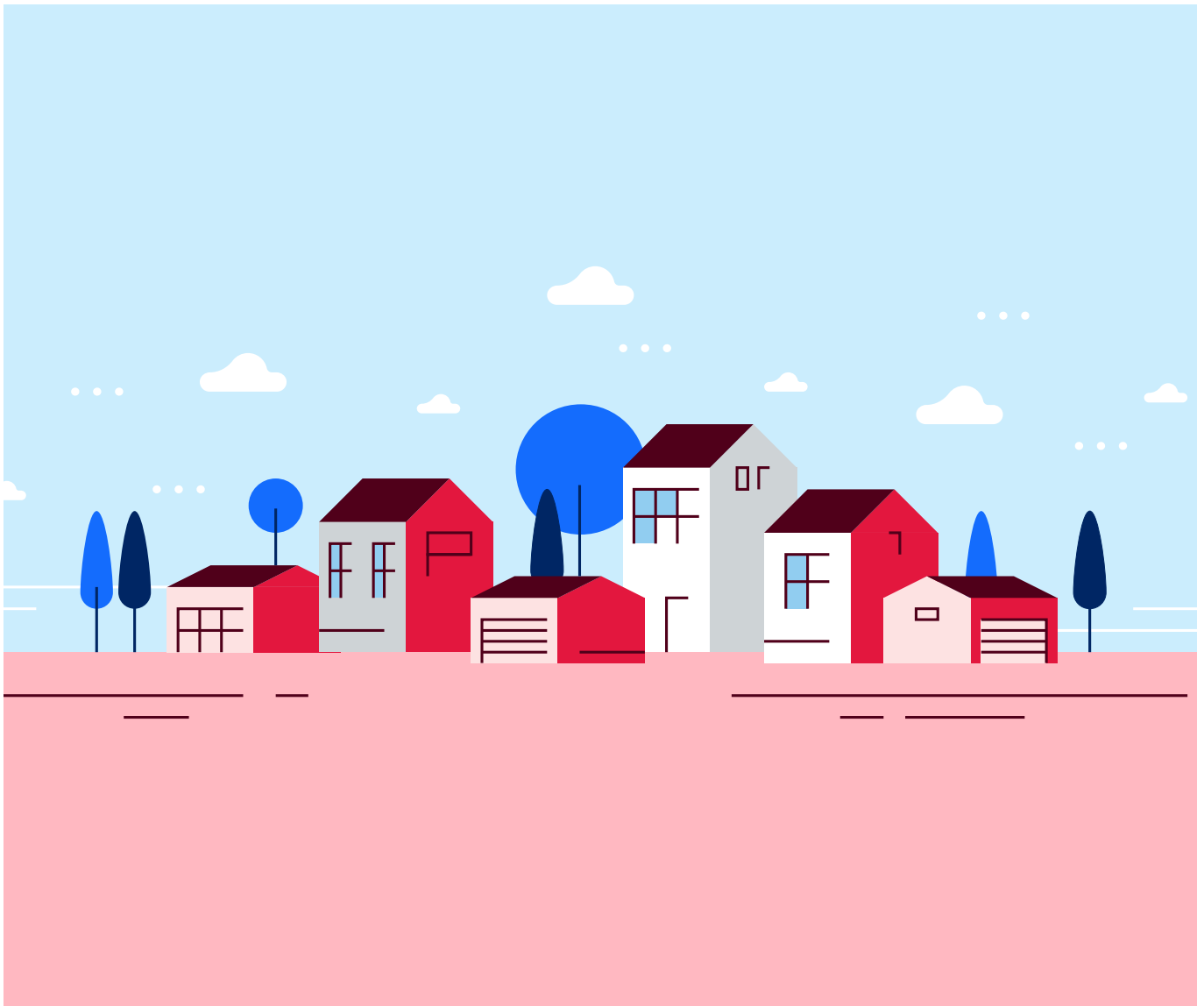
Chris Valacos
Registrar

Our Purpose

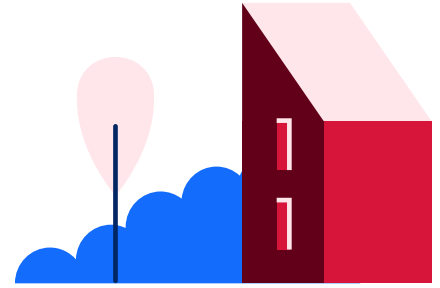
The Registrar of Community Housing is responsible for registering, monitoring and regulating community housing providers in NSW under the National Regulatory System for Community Housing (NRSCH) and the NSW Local Registration Scheme.

The Registrar is an independent statutory officer reporting directly to the Minister for Families and Communities, and Minister for Disability Services.

Our purpose is to focus on providing a well governed, well managed and viable community housing sector that meets the housing needs of tenants and provides assurances for government and other investors into the sector.



Our Vision



We will continue to provide services in accordance with the statutory functions of the Registrar as set out in s.10 of the National Law (Community Housing Providers (Adoption of National Law) Act 2012.

This includes:

- Maintaining the National Register of Community Housing Providers jointly with the Registrars of other participating jurisdictions;
- Assessing the suitability of entities to be registered as registered community housing providers;
- Registering entities as registered community housing providers and cancelling the registration of registered community housing providers as appropriate;
- Monitoring compliance by registered community housing providers with community housing legislation and exercising enforcement and intervention functions under that legislation;
- Investigating complaints about the compliance of registered community housing providers with community housing legislation;
- Providing information about the registration of entities and information about the compliance of registered community housing providers with community housing legislation;
- Sharing information and cooperating with Registrars of other participating jurisdictions for the purposes of community housing legislation;
- Providing information and advice to the relevant Minister and Housing Agency in relation to the registration of entities as registered community housing providers and any other relevant matter under community housing legislation; and
- Undertaking any other function conferred or imposed on the Registrar by or under this Law or any other law.

To assist in the sustainability and viability of the community housing sector for the benefit of the people of NSW, the Registrar seeks to encourage registered community housing providers to pursue best practice in the seven performance outcomes which their businesses are benchmarked against; namely, governance, tenant services, asset management, probity, business management, community engagement and financial viability.

Registration and compliance are our core functions. Ancillary to this is working with registered community housing providers and the three Housing Agencies to help the sector.

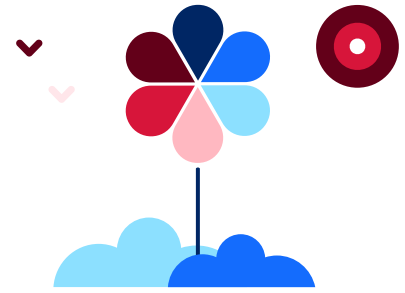
The three Housing Agencies, namely, the Housing Secretary (DCJ), the NSW Land and Housing Corporation and the Aboriginal Housing Office, play a very important part in the ongoing welfare of the community housing sector. To that end, the Registrar aims to have a close working relationship with the Housing Agencies, the community housing sector and its peak body representatives.

Our vision for the future is to have an increasingly close rapport with both the Housing Agencies and the sector.

This includes the flexibility to adapt to emerging opportunities such as:

- Innovative corporate structures for CHPs such as “Special Purpose Vehicles”;
- Increased oversight of affordable housing including new Boarding Houses;
- Shared accommodation for persons with additional needs;
- Meaningfully increased and pro-active interaction with the Housing Agencies;
- Emergence of non-traditional registered CHPs, including private “for-profit” developers; and
- Thought leadership at a national level.

Our Values



The Registrar and staff commit to values that are set out by:

- The Department of Communities and Justice's Code of Ethical Conduct;
- Information protection including only providing information to those who need to see it at a point in time;
- Undertaking to provide information and performance intelligence in a timely manner; and
- Our guarantee to respond to indications of poor performance and manage complaints in accordance with National Standards.

Aligned to the commitment of all Community Housing Registrars, we are committed to ensuring that our approach to regulation is:



Proportionate

Reflecting the scale and scope of regulated activities. We commit to understanding the diversity of the community housing sector and allocate resources related to encouraging best practice and targeting risk.



Accountable

Able to justify regulatory assessments and be subject to scrutiny. We are welcome to scrutiny, challenge and review against the application of these principles in our work. We hold ourselves to the same standards as those we regulate.



Consistent

Under like circumstances, we commit to achieving the same outcomes. To do this we incorporate:

- Internal quality assurance focussed on consistency;
- Nationally agreed policies and guidelines;

- Internally consistent and transparent decision-making processes; and
- Other Registrar, state and territory interests when dealing with multi-jurisdictional providers.



Transparent

Clear and open processes and decisions. To do this we:

- Make policies and procedures visible;
- Advise providers on how their submitted information is used;
- Provide simple and clear performance assessments to providers in a useable form;
- Provide informed assessments of trends and patterns in the sector to relevant parties and the public;
- Collect information from other sources/relevant parties to validate provider information where necessary; and
- Establish protocols with other government agencies to enable shared information and reduced red-tape.



Flexible

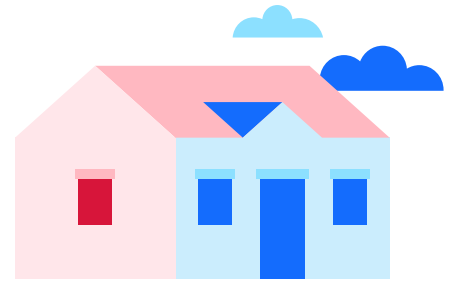
Avoiding unnecessary rules about how housing providers organise their business and how they demonstrate compliance with the National Regulatory Code.



Targeted

Focused on the core purposes of improving tenant outcomes and protecting vulnerable tenants; protecting government funding and equity; and ensuring investor and partner confidence.

Our Objectives




The Registrar of Community Housing monitors business performance in a self-regulating scheme that operates under national guidelines and agreements.

Over the next three years we will continue to build on our existing capabilities by:

- Driving system improvement and working collaboratively with NRSCH jurisdictions to improve the collection, storage and reporting of regulatory information;
 - Developing and implementing new and improved tools to support verification of information, metric trend analysis and testing areas of risk;
 - Providing improved intelligence on sector performance to CHPs and Industry Peaks;
 - Streamlining environmental scans particularly in respect of financial viability;
 - Developing and implementing improved processes into the tracking of compliance and registration assessments;
 - Renew existing service agreements to support regulatory operations and registration support for other jurisdictions;
 - Revising new capacity building programs to support existing and new providers seeking registration in multiple states and territory jurisdictions;
 - Continue review of staffing levels and role descriptions ensuring RCH is appropriately resourced now and into the future;
 - Implementation of new and innovative regulatory practices to address the evolution of the sector including the introduction of newly designed Special Purpose Vehicles;
- Lead the reform of NSW community housing law by state based legislative amendment to allow for a proactive involvement of the Registrar with the Housing Agencies and to reflect changes in NSW planning law;
 - Contribute to the ongoing design and development of regulatory systems and policies ensuring national consistency; and
 - Support the innovation of new and existing social and affordable housing programs.

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