

NSW FEDERATION OF HOUSING ASSOCIATIONS

Mission

The NSW Federation of Housing Associations leads the way in supporting community based housing associations to deliver high quality, professional housing services to tenants, for the community, tenants and applicants.

We believe that clients and local communities are the top priority of community housing associations. Through our membership, the NSW Federation of Housing Associations aims to:

- assist people to solve their housing difficulties by providing quality, low cost and affordable housing solutions;
- be responsive to local needs;
- encourage tenant involvement;
- Achieve the highest standards for accountability, efficiency and community service.

Strategic Goals – 1999-2004

Our strategic goals outline our direction for at least the next five years and beyond. Many of our strategic goals are also the goals for community housing in general and our membership as a whole.

Primary focus

In five years time the community housing sector will be comprised of a number of large community housing associations and many more, smaller organisations using a number of different management styles and assisting different groups of tenants. Overall the sector will be a professional and accredited sector.

We see the role of the Federation will be primarily focused on the needs of those organisations that have become accredited and that are professionally managed. The services we provide will be determined partly by responding to our members' needs and partly by ensuring our members are well positioned for emerging opportunities and challenges. We will not lose sight of the fundamental purpose of community housing – to house people on low incomes in a way that maximises tenant participation and enables tenants to take control of their lives.

Secondary foci

We will have an important but lesser role in providing generic housing management services to non-accredited organisations. We will also have a role in delivering the housing management services, training and the provision of resources to organisations based outside NSW. The services we deliver will be the same services as our primary

target group but will not be developed in response to the needs of non-accredited organisations or organisations outside our core membership.

Strategic links will be maintained with Aboriginal community housing providers and the Aboriginal Housing Office. Our products will be culturally appropriate and able to be adapted by Aboriginal housing organisations at their request.

We will have an ongoing and mutually beneficial relationship with Aboriginal community organisations as well as government agencies.

Our members

The maintenance of a high quality relationship with our membership is vital to our mutual survival and credibility. We will provide strong and strategic leadership. We will be inclusive of our member's views but seek to push the boundaries.

Our membership will be clearly defined and our federating and representative roles will be unquestioned.

External environment

- ❖ Our strategic alliances are extremely important both for exchange of information and ideas. The history of housing policy is a turbulent one and we will need high quality intelligence gathering capability to ensure that community housing is well positioned.
- ❖ We will share mutually respectful relationships with our strategic allies and will endeavour to build partnerships where possible.

Internal environment

- ❖ The Federation will be a good employer, with respect for our employees and their views and will provide a good workplace environment. We are committed to maintaining a well-educated work force and will ensure that training, support and good industrial conditions are a feature of this organisation.
- ❖ State Council provides the Federation with direction, feedback and support. The important role of State Council is central to ensuring that the Federation as a whole retains legitimacy and credibility with the membership.

Tactical Goals – 1999-2004

Within five years:

- We will have assisted housing associations to obtain and maintain accreditation.
- The community housing standards will have been adopted nationally. Our focus will have shifted towards raising the standards and ensuring housing associations are capable of meeting the increased demands.
- We will have very high standards of training development, delivery and evaluation. We will be externally accredited as a registered training organisation or similar and our products will be accredited. Accredited trainers will deliver our training.
- The Federation will take a lead role in designing and presenting a comprehensive and broad ranging system of training for the community housing sector.
- We will continue to deliver our existing training package but will develop executive and strategic level training for complex housing businesses.
- The CSHA will be renegotiated in 2003-2004 and we will have taken a pro-active role in positioning community housing. We will strategically articulate the needs and aspirations of the sector during the negotiating period.
- Community housing associations will be increasingly autonomous. Our members will be demanding a high level of expertise, policy advice and federating services from us. We will meet these demands and be seeking a commensurate level of support from them, in return.
- We will have a well defined, supportive and mutually beneficial relationship with Aboriginal housing organisations at community and government level.
- We will be at the forefront of developing new models of housing provision. We will seek opportunities for community housing associations and the Federation in many models including: Foyers, affordable housing and partnership arrangements.
- The delivery of tenant focussed housing services will be a continuing high priority and the Federation will have developed a range of tools and policies to support various levels of tenant involvement in housing provision, management and associated services.
- We will have a sophisticated understanding of information systems and their uses and will play a leading and coordinating role in assisting community housing to develop and adopt useful technologies.