



Community Housing
INDUSTRY ASSOCIATION **VICTORIA**

Strategic Plan 2019 - 2021

BUILDING THE FOUNDATION FOR OPPORTUNITY

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VISION

A thriving Victoria where everyone has the safety, security and dignity of a home - the foundation for opportunity.



MISSION

To lead and enable a diverse and dynamic community housing sector that is integral to the housing system.



Strengthening capability



Enhancing CHIA Vic



Building trust



Providing leadership

Priorities	Objectives	Outcomes
Provide strategic policy leadership and champion a reform agenda	<p>Augment CHIA Vic's policy development capability through members, partnerships and networks.</p> <p>Be a true partner of government in solving the housing supply challenge.</p>	<p><i>CHIA Vic has credible, evidence based policies and positions, which are adopted and used by the sector.</i></p> <p><i>CHIA Vic has influence on a state and federal (in partnership with CHIA National) housing policy, leading to an increased supply of community housing.</i></p>
Harness and strengthen the capacity and capability of the community housing sector to play its integral role in a larger more inclusive housing system	<p>Participate in the development of the Aboriginal Housing and Homelessness Framework and respond to the needs of members who house Aboriginal people in Victoria.</p> <p>Review and adapt current training and development offering to meet the needs and priorities of a growing sector.</p> <p>Engage with and support the sector to identify and implement leading practice and understand industry reforms and developments.</p> <p>Understand and respond to the needs of members in regional and rural Victoria.</p> <p>Support members to explore opportunities for shared procurement and service opportunities.</p> <p>Develop a digital capabilities framework that meets the needs of members.</p>	<p><i>Increased responsiveness in the community housing sector to respond to the needs of Aboriginal people in Victoria.</i></p> <p><i>CHIA Vic is the first stop for community housing education in Victoria, providing a range of short courses and working in close partnership with RTOs and higher education institutions.</i></p> <p><i>CHIA Vic has assisted the sector to improve practice and transparency and CHOs are better placed to take advantage of opportunities.</i></p> <p><i>CHIA Vic has increased reach and engagement in regional and rural Victoria.</i></p> <p><i>Members have identified and taken advantage of shared procurement and opportunities.</i></p> <p><i>CHIA Vic has enhanced member engagement and members are taking advantage of the digital opportunities provided.</i></p>
Build awareness, engagement and trust in the community housing value proposition	<p>Clearly articulate the value proposition and build brand recognition at a state and national level by developing a communications strategy that is tailored to key audiences and resourced appropriately.</p> <p>Enabling strong and respectful relationships that leverage the full potential of the community housing sector.</p>	<p><i>Governments, the sector and other stakeholders have a better understanding of and trust in community housing, and are engaged with community housing as an integral part of the housing system.</i></p> <p><i>There is a strong sense of trust and unity of purpose within the community housing sector, and we have effective and respectful relationships with our external stakeholders.</i></p>
Enhance CHIA Vic's organisational strength	<p>Develop and implement a revenue growth and diversification strategy.</p> <p>Skilled, supported, resourced and engaged workforce, with the right people in the right job at the right time.</p> <p>Conduct a review of CHIA Vic's governance model.</p>	<p><i>CHIA Vic has a planned approach to funding diversification and income growth.</i></p> <p><i>The staff team of CHIA Vic have the capabilities to deliver on the strategic plan.</i></p> <p><i>The board is best placed to support CHIA Vic to deliver its vision and mission in a changing environment.</i></p>

WHY WE NEED A NEW STRATEGIC PLAN

The community housing industry is entering a period of rapid change and our industry and members need to be prepared for the future.

At every level of government, across Victoria and nationally, new policies are being introduced, strategies are being developed and funding facilities are being designed that provide our sector with significant opportunities to have a real and lasting impact in terms of housing outcomes.

If the various policy levers continue to line up as they appear to be, what lies ahead is a 'landscape of potential' for the community housing sector.

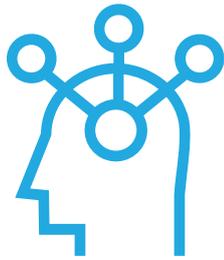
More than ever before, our sector in Victoria needs CHIA Vic to be a strong and influential advocate that will speak and act on its behalf and ensure its members are well-positioned to make the most of these opportunities to deliver the vital, desperately-needed benefits that good housing can provide to the most vulnerable in our communities.

CHIA Vic's new strategic plan has been developed with this end in mind.

HOW WE GOT THERE

The plan was developed using the *Theory of Change principles*, which involve setting a goal, then working backwards to determine the steps needed to achieve it.

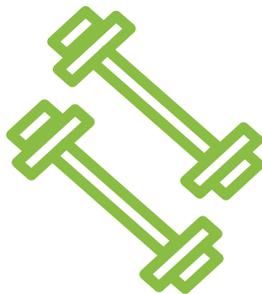
Using this process, the Board identified that CHIA Vic's activities in promoting capacity building, policy development, advocacy and engagement, and facilitating collaborative solutions, would lead to:



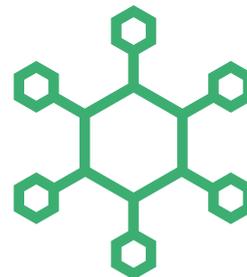
- a.** a clearer understanding by government and the broader community of the role and value of community housing within the overall housing system



- b.** a policy and financial framework that promotes increased housing supply and meets the full range of diverse housing needs



- d.** a larger, and more inclusive housing system that enables strong households and resilient communities



- c.** a dynamic and diverse community housing sector, which is integral to the overall housing system

And, finally, to our goal: **'A thriving Victoria where everyone has the safety, security and dignity of a home - the foundation for opportunity'**.

WHAT HAPPENS FROM HERE?

CHIA Vic will incorporate the plan into its work plan, with progress monitored and regularly reported back to the Board. Members and stakeholders will be kept informed via our annual report.

Queries on the plan and its implementation can be directed to admin@chiavic.com.au