



ACT
Government

ACT HOUSING STRATEGY IMPLEMENTATION PLAN

NOVEMBER 2020

ACT HOUSING STRATEGY IMPLEMENTATION PLAN (UPDATED)

Background

The ACT Housing Strategy (the strategy) was released in October 2018 and has a 10-year lifespan. It is guided by this Implementation Plan to track and monitor progress and guide the delivery of actions. The strategy is comprised of five broad goals and underpinned by a range of targeted objectives and actions that span the full continuum of housing. While the strategy's focus is on improving access to affordable, liveable and quality homes across all segments of the housing market, its primary emphasis is on supporting households in low and moderate-income brackets. Implementing the strategy involves a whole-of-government effort. Directorates are working together to deliver the actions and monitor and report on progress and outcomes under the Implementation Plan.

Implementation Plan updates

As part of government's commitment to regular reviews and updates, this year's Implementation Plan has been updated to reflect changes to the timeframe, status and outcome/indicator categories. These changes have been put in place to improve efficiency, clarity and replicability for reporting from 2020 and into the future.

A summary of the category updates is provided below.

Revised timeframes and definitions:

- » Short-term: 0 – 3 years (2018 – 2021)
- » Medium-term: 4 – 6 years (2022 – 2025)
- » Long-term: 7 – 10 years (2026 – 2028)
- » Ongoing (action has commenced and is progressing as part of a rolling or continuing commitment)
- » Annual (an action with clearly defined parameters that occurs once a year)

Indicators:

Measures of success named and quantified (where possible).

OVERARCHING PRIORITY ACTION

ID	OBJECTIVE	ACTION	TIMEFRAME	DIRECTORATE RESPONSIBLE	INDICATOR/S
A	Bring together ACT Government information, advice and support into one place	1. Establish an all-of-government central landing website page to improve navigation for people seeking online information about housing initiatives, homelessness services and public housing.	Short-term	EPSDD; CSD	Topic-based Housing and Homelessness website established.

GOAL 1: AN EQUITABLE, DIVERSE AND SUSTAINABLE SUPPLY OF HOUSING FOR THE ACT COMMUNITY

ID	OBJECTIVE	ACTION	TIMEFRAME (REVISED)	DIRECTORATE RESPONSIBLE	INDICATOR
PLANNING AND DEVELOPMENT					
1A	Provide land and housing development opportunities to meet demand	1. Model and publish ACT Government housing supply and demand projections via the ACT Land and Property report.	Annual	EPSDD	ACT Land and Property report.
		2. Monitor and report on trends in Canberra and the region's land and property markets via the ACT Land and Property report.	Annual	EPSDD	ACT Land and Property report.
		3. Release an appropriate supply of land in a mix of greenfield and urban renewal locations, informed by modelling and market analysis to provide land ahead of demand.	Annual	EPSDD lead SLA/CRA	Indicative Land Release Program.
1B	Set a 15% target for social and affordable housing	1. Dedicate at least 15% of the Indicative Land Release Program each year to affordable, community and public housing with implementation from the 2019–20 program onwards.	Annual	EPSDD lead SLA/CRA	Indicative Land Release Program.
1C	Maintain a healthy land and housing development pipeline	1. Maintain a land planning and development pipeline equivalent to four years' demand, as determined by regular demand and supply modelling undertaken under objective 1A.	Annual	EPSDD lead SLA/CRA	ACT Land and Property report.
1D	Provide a diverse mix of housing types and choice	1. Consider the recommendations of the 2018 Housing Choices Collaboration Hub related to consideration of relevant zoning changes to specific demonstration projects. Review the efficacy of these changes on housing types and choice and progress positive outcomes.	Medium-term	EPSDD	Territory Plan Variations for Demonstration Housing.
		2. Consider directions from the Planning Strategy refresh, around urban growth areas and plan for the integration of new housing types in existing urban environments, including links to transport, open space, community and cultural facilities.	Short-term	EPSDD	Studies of Urban Intensification Areas (as defined by the ACT Planning Strategy).
		3. Undertake appropriate planning and design for greenfield estates to support a variety of housing types and urban environments.	Medium-term	EPSDD	Updated Estate Development Code.

ID	OBJECTIVE	ACTION	TIMEFRAME (REVISED)	DIRECTORATE RESPONSIBLE	INDICATOR
DESIGN					
1E	Facilitate innovative design and delivery mechanisms	1. Facilitate demonstration projects that showcase innovative, diverse housing options through different mechanisms.	Medium-term	EPSDD	Demonstration housing: Planning approvals in place and/or construction commenced.
		2. Consider a range of sites for demonstration housing to design and deliver an inclusive residential community, pending consideration of variations to the Territory Plan for the sites.	Short-term	EPSDD	Demonstration housing: Site analysis undertaken on multiple sites with outcomes to inform Housing Choices Territory Plan Variation.
		3. Consider different occupancy and ownership models including the applicability of community title models for cooperative housing developments.	Short-term	EPSDD	Consider suitability of community title models for cooperative housing developments.
1F	Encourage well designed, environmentally sustainable and accessible housing	1. Test design-led planning controls with urban design guidelines as part of a draft Territory Plan variations for the City and Gateway urban renewal area.	Short-term	EPSDD	<ul style="list-style-type: none"> » Apartment and Attached Housing Design Guidelines in place » National Capital Design Review Panel considerations informed by AAHDG where relevant.
		2. Investigate the introduction of a rating system for housing with accessibility and universal design features when property is advertised, on a voluntary basis, prior to considering a potential mandatory rating scheme.	Short-term	EPSDD	Explore rating system for dwellings built to accessible standards or incorporating universal design.
		3. Investigate planning and design provisions that encourage the supply of affordable housing across the spectrum of community need. This could include investigation of planning options such as inclusionary zoning and incentive mechanisms.	Short-term	EPSDD	<ul style="list-style-type: none"> » Literature review into Inclusionary Zoning. » Outcomes to be considered as part of planning system review.

GOAL 2: REDUCING HOMELESSNESS

ID	OBJECTIVE	ACTION	TIMEFRAME (REVISED)	DIRECTORATE RESPONSIBLE	INDICATOR
2A	Build strong ACT Government and community sector partnerships to effectively address homelessness in the ACT	1. Work with the community to co-design new policies and programs and bring in the voices of those who have a lived experience of homelessness.	Ongoing	CSD	Ongoing engagement with community partners.
		2. Implement a more structured and agile approach to community engagement, working iteratively to test ideas and be responsive to the input and feedback.	Ongoing	CSD	New policies and programs introduced/ launched.
2B	Intervene early and reduce the intergenerational impacts of homelessness	1. Prioritise young people, including young mothers, and women and children escaping domestic and family violence to provide assistance early to minimise the intergenerational impacts of experiencing homelessness.	Ongoing	CSD	More frontline homelessness services .
		2. Continue to partner with the Coordinator General for Family Safety to strengthen the government's response to women and children experiencing family and domestic violence.	Ongoing	CSD	Continuation of the partnership and program improvements implemented.
2C	Address gaps in our services system and respond to new and emerging groups vulnerable to homelessness	1. Support culturally appropriate public and community housing accommodation options and support programs for Aboriginal and Torres Strait Islander people.	Short-term	CSD	Increase in accommodation options and support programs - more culturally appropriate housing for older Aboriginal and Torres Strait Islander people.
		2. Work with the sector to design and implement specific programs targeted at new and emerging groups at risk of homelessness.	Ongoing	CSD	More frontline homelessness services - programs designed and implemented.
		3. Work with the sector to investigate and implement a model of support that draws upon the principles of housing first, particularly for those experiencing long-term homelessness.	Short- term	CSD	Model determined - Common Ground Dickson; Axial Housing (Ongoing).
		4. Strengthen the Human Services Gateway (OneLink) to reach out to people and be available at the times when people need help.	Short-term	CSD	Human Services Gateway strengthened.

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2D	Improve pathways out of homelessness	1. Work with the sector to identify, prioritise and assist those in crisis accommodation who can transition into public, community or private housing depending on their needs, and provide support to assist them to sustain their tenancies.	Ongoing	CSD	Improved transition out of crisis accommodation.
		2. Establish a diverse range of housing models in the ACT to meet the needs of people who require permanent supportive accommodation to remain out of homelessness.	Short-term	CSD	Housing models established.
		3. Continue supporting the Common Ground model.	Ongoing	CSD	Continued operation of Common Ground Gungahlin and investigation underway to establish Common Ground in Dickson.
2E	Develop a strong and sustainable homelessness services sector supported to enhance workforce and organisational capability	1. Develop a new professional development and training program for frontline housing and homelessness organisations to enhance their organisational and workforce capacity.	Ongoing	CSD	Increase in professional development and training in the sector.
		2. Develop a framework for the proper assessment and referral for people who have a lived experience of trauma.	Ongoing	CSD	Better data and analysis procured and utilised.
2F	Establish an integrated and coordinated human services system across the ACT Government	1. Work across government to establish formal and informal information sharing and collaboration to provide a holistic response to preventing and addressing homelessness, particularly for those exiting care and custody.	Medium-term	CSD	Sharing and collaboration opportunities established.

GOAL 3: STRENGTHENING SOCIAL HOUSING ASSISTANCE

ID	OBJECTIVE	ACTION	TIMEFRAME (REVISED)	DIRECTORATE RESPONSIBLE	INDICATOR
GROWING AND RENEWING SOCIAL HOUSING					
3A	Grow and renew social housing to better meet demand	1. Deliver a plan that sets the strategic vision for the growth and renewal of public housing	Short-term	CSD	Projections published.
		2. Identify and produce publicly available and measurable targets for growth and renewal of public housing against which future success can be measured.	Short-term	CSD	Plan developed and implemented.
		3. Develop a new holistic model of social housing that puts the client at the centre.	Ongoing	CSD	New housing options delivered.
		4. Continue to support diverse and vibrant communities through our 'salt and peppering' of social housing across all areas of Canberra.	Medium-term	CSD; EPSDD	Adopt a human-centred design approach to housing services.
3B	Build a range of housing options that is designed to better meet the diverse and contemporary tenant needs	1. Offer a greater range of housing options that better meet the diverse housing needs of families in the community.	Ongoing	CSD	More housing options offered.
		2. Design and deliver purpose-built housing that adapts to the needs of older people and people living with disability.	Ongoing	CSD	Housing designed and delivered.
		3. Continue the program of renewal started by the Public Housing Renewal Taskforce to replace older, less efficient homes with newer, more cost efficient options.	Medium-term	CSD	Program continued.
		4. Work with the Aboriginal and Torres Strait Islander Elected Body to expand the range of culturally appropriate housing options for the Aboriginal and Torres Strait Islander community, and enhance the capacity of the community housing sector.	Ongoing	CSD	New housing options delivered and capacity increased.
		5. Work closely with the Aboriginal and Torres Strait Islander community to co-design the new long-term accommodation complex for older Aboriginal and Torres Strait Islander people.	Short-term	CSD	New accommodation complex designed.
3C	Develop a tenancy service that focuses on client outcomes and responds to individual needs	1. Develop a new service delivery approach that works with tenants to give them greater flexibility to choose a home that meets their needs.	Short-term	CSD	Service delivery approach developed.
		2. Build a Modern Social Landlord Framework that sets the industry standard and achieves better outcomes for social housing tenants.	Short-term	CSD	Deliver a modern social landlord framework.

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GROWING AND RENEWING SOCIAL HOUSING					
3D	Provide a better customer experience through a modern and digital service platform for current and future tenants	1. Build a client portal that will give social housing tenants up-to-date information about their tenancy and accounts.	Short-term	CSD	Portal built and launched.
		2. Build a mobile application that delivers immediate access to social housing information, services and applications anywhere at any time.	Short-term	CSD	Application built and launched.
		3. Create a suite of online application forms for social and affordable housing services that can be completed and submitted electronically.	Short-term	CSD	Forms created and available.
		4. Make face-to-face services available in more locations across the ACT for people who prefer to talk to someone.	Short-term	CSD	More delivery locations established.

GOAL 4: INCREASING AFFORDABLE RENTAL HOUSING

ID	OBJECTIVE	ACTION	TIMEFRAME (REVISED)	DIRECTORATE RESPONSIBLE	INDICATOR
AFFORDABLE HOUSING AND TENANCY SUPPORT					
4A	Grow and diversify the community housing sector	1. Set an annual community housing target to provide additional affordable rental properties managed by registered community housing providers as part of the commitment to dedicate 15% of the Indicative Land Release Program to public, community and affordable housing.	Annual	EPSDD	Indicative Land Release Program
		2. Engage regularly with the ACT community housing sector to investigate and facilitate options for providing assistance to community housing providers and those in need of community housing, including setting housing targets.	Ongoing	EPSDD	<ul style="list-style-type: none"> » ACT Government representatives (EPSDD and CSD) attendance at quarterly CHIA meetings. » Schedule of regular meetings to maintain a continuous and open dialogue between EPSDD and the community housing sector.
		3. Enhance mechanisms to reduce the cost of land made available to the community housing sector, including restrictions on Crown leases, land rent or sale at a fixed percentage of market rate.	Short-term	EPSDD	<ul style="list-style-type: none"> » Suburban Land Agency Valuations Policy » Access to land rent for community housing providers » Links with 4A.7
		4. Under the ACT Government Affordable Housing Innovation Fund, facilitate a project to develop community rental housing on underutilised leased community facility land.	Ongoing	EPSDD	Targeted project/s to be delivered by community housing providers with support from the ACT Government and Innovation Fund (Round 2).
		5. Work with community housing providers to develop more affordable rental properties.	Ongoing	CSD	Kaleen affordable rental pilot: Tender for community housing provider to manage 33 Housing ACT owned dwellings in Kaleen.

ID	OBJECTIVE	ACTION	TIMEFRAME (REVISED)	DIRECTORATE RESPONSIBLE	INDICATOR
AFFORDABLE HOUSING AND TENANCY SUPPORT					
4A	Grow and diversify the community housing sector	6. Support the development of Aboriginal and Torres Strait Islander managed community housing in the ACT.	Ongoing	CSD	ACT Aboriginal and Torres Strait Islander Elected Body and ACT Government working together to identify suitable opportunities. For example, Housing ACT sponsored two places for Aboriginal and Torres Strait Islander community service providers to attend the World Indigenous Housing Conference in 2019.
		7. Explore opportunities to extend land rent to community housing providers for the provision of affordable rental properties.	Short-term	EPSDD	» Access to land rent for community housing providers » Links with 4A.3
		8. Streamline and digitise the government's interest free rental bond loan scheme, making it easier to access when people are looking for a home to rent.	Short-term	CSD	Rental Bond Help - Digitised in December 2018
4B	Grow the supply of affordable private rental properties	1. Establish an Affordable Rental Real Estate Management Model as a pilot under the Affordable Housing Innovation Fund.	Short-term	EPSDD	Homeground Real Estate Canberra established and successfully operating across the ACT.
		2. Encourage an increase in supply of affordable rental properties from private owners that can be managed by the community housing sector through the Affordable Housing Innovation Fund, by investigating options such as a land tax concession on properties rented at 75% of market rate and managed by community housing providers.	Short-term	EPSDD; Treasury	Affordable Community Housing Land Tax Exemption Scheme (pilot commenced on 1 July 2019).
		3. Investigate financial incentives to encourage the delivery of additional affordable rental housing on privately owned land, including through lease variation charge remissions, or planning controls.	Medium-term	EPSDD; Treasury	» Lease Variation Charge Remission » Inclusionary zoning » Affordable Community Housing Land Tax Exemption Scheme » Links with 5A.7
		4. Release a residential development site (or sites) via expression of interest process for the construction of affordable rental properties under a build-to-rent model.	Short-term	EPSDD; SLA	Demonstration housing site/s released for construction of affordable rental product.
		5. Establish or expand a Home Sharing Model under the Affordable Housing Innovation Fund.	Short-term	EPSDD; CSD	Homesharing model established through Innovation Fund (Round 2).

ID	OBJECTIVE	ACTION	TIMEFRAME (REVISED)	DIRECTORATE RESPONSIBLE	INDICATOR
AFFORDABLE HOUSING AND TENANCY SUPPORT					
4C	Strengthen rights and protections for tenants	1. Develop and implement outstanding recommendations of the Review of the Residential Tenancies Act 1997 with a focus on fairness and security for vulnerable tenants.	Short-term	JACS	Residential Tenancies Amendment Act 2019 . Once commenced, this legislative instrument will improve tenants rights to own pets, make modifications to rental properties and disincentivise excessive rental increases.
4D	Provide targeted advice and support to tenants and landlords	1. Undertake a communications campaign to promote existing support measures for tenants and landlords.	Short-term	EPSDD; JACS	Communications campaign to promote support and assistance measures for tenants and landlords.
4E	Target programs to increase supply of affordable housing for vulnerable and disadvantaged households	1. Investigate establishing priority categories for 'at-risk' groups to access community housing, the affordable home purchase database and Affordable Rental Real Estate Management model properties.	Short-term	EPSDD	Priority groups identified through Innovation Fund (Round 1)
		2. Facilitate a project to support dedicated accommodation options for low income families escaping domestic violence under the Affordable Housing Innovation Fund.	Short-term	EPSDD; CSD	Innovation Fund Round 2 (specified category)
		3. Facilitate a project to support a specialist disability accommodation development for either affordable rent or purchase under the Affordable Housing Innovation Fund.	Short-term	EPSDD; CSD	Innovation Fund Round 2 (specified category)
		4. Work with the National Disability Insurance Agency, the development sector and people with disabilities and their families and carers to identify potential opportunities to facilitate the development of Specialist Disability Accommodation under the National Disability Insurance Scheme.	Ongoing	CSD	Facilitate development of specialist disability accommodation under the National Disability Insurance Scheme.

GOAL 5: INCREASING AFFORDABLE HOME OWNERSHIP

ID	OBJECTIVE	ACTION	TIMEFRAME (REVISED)	DIRECTORATE RESPONSIBLE	INDICATOR
AFFORDABLE HOUSING					
5A	Provide more affordable homes for purchase	1. Set an annual target to increase affordable home purchase opportunities as part of the commitment to dedicate 15% of the indicative land release program to public, community and affordable housing.	Annual	EPSDD lead SLA/CRA	<ul style="list-style-type: none"> » Indicative Land Release Program » SLA Annual Report for release figures » Links with Goal 1 actions
		2. Investigate mechanisms to protect and maintain dedicated, individually titled affordable home purchase homes.	Short-term	EPSDD	Restrictions on leases for applicable dwellings under the Affordable Home Purchase Scheme.
		3. Investigate new affordable home purchase price thresholds linked to the number of bedrooms, to replace the current thresholds linked to floor area, to coincide with the finalisation of the Apartment Design Guide and the Attached Housing Design Guide.	Short-term	EPSDD	<ul style="list-style-type: none"> » Affordable Home Purchase Scheme » Apartment and Attached Housing Design Guides
		4. Deliver a communications campaign to encourage awareness of the Australian Government's new first home super saver scheme.	Short-term	EPSDD	Communications campaign to promote Commonwealth's government's first home super saver scheme. Target group: First home buyers.
		5. Undertake a targeted communications project to promote the role of Indigenous Business Australia (IBA) as housing financier for Aboriginal and Torres Strait Islander Australians to purchase a home with low cost financing.	Short-term	EPSDD; CSD	Communications campaign targeting Aboriginal and Torres Strait Islander people in need of financial assistance to purchase a home.
		6. Explore the viability of dedicated affordable home purchase properties to be constructed and sold to eligible households on the ACT Government's home purchase database.	Short-term	EPSDD	Affordable Home Purchase Scheme
		7. Investigate financial incentives to encourage the delivery of additional affordable home purchase properties on privately owned land through consideration of mechanisms such as lease variation charge remissions, or planning controls.	Medium-term	EPSDD	<ul style="list-style-type: none"> » Lease Variation Charge Remission » Inclusionary zoning » Affordable Community Housing Land Tax Exemption Scheme » Links with 4B.3

ID	OBJECTIVE	ACTION	TIMEFRAME (REVISED)	DIRECTORATE RESPONSIBLE	INDICATOR
AFFORDABLE HOUSING					
5B	Increase home ownership through alternative finance and occupancy models	1. Pilot a shared equity initiative in partnership with a community housing provider.	Short-term	EPSDD lead SLA	Shared equity homes released to the market.
		2. Investigate feasibility and possible program design for implementing a broader-ranging shared equity (or rent to buy) scheme in the ACT.	Medium-term	EPSDD	Implement a shared equity (or rent to buy) scheme.
		3. Investigate the feasibility of expanding the Land Rent Scheme to allow a shared land equity product through stair casing.	Ongoing	EPSDD	Determine feasibility of expanding Land Rent Scheme to allow a shared land equity product through stair casing.
		4. Test co-housing models for affordable housing provision through the first year of the Affordable Housing Innovation Fund.	Short-term	EPSDD	Test co-housing models for affordable housing provision through the first year of the Affordable Housing Innovation Fund (Round 1).