



## **AGENDA**

**FOR POLICY AND PLANNING COMMITTEE MEETING TO BE HELD ON**

**20 APRIL 2020 AT 6:30 PM**

**IN LITTLE PARA CONFERENCE ROOMS, 34 CHURCH STREET, SALISBURY**

### **MEMBERS**

Cr C Buchanan (Chairman)  
Mayor G Aldridge  
Cr M Blackmore  
Cr L Braun  
Cr B Brug  
Cr A Duncan (Deputy Chairman)  
Cr K Grenfell  
Cr N Henningsen  
Cr D Hood  
Cr P Jensen  
Cr S Ouk  
Cr D Proleta  
Cr S Reardon  
Cr G Reynolds  
Cr J Woodman

### **REQUIRED STAFF**

Chief Executive Officer, Mr J Harry  
General Manager Business Excellence, Mr C Mansueto  
General Manager City Development, Mr T Sutcliffe  
General Manager City Infrastructure, Mr J Devine  
A/General Manager Community Development, Ms V Haracic  
Manager Governance, Mr M Petrovski  
Risk and Governance Program Manager, Ms J Crook  
Governance Support Officer, Ms K Boyd

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**APOLOGIES**

**LEAVE OF ABSENCE**

**PRESENTATION OF MINUTES**

Presentation of the Minutes of the Policy and Planning Committee Meeting held on 16 March 2020.

**REPORTS**

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**OTHER BUSINESS**

**CLOSE**



**MINUTES OF POLICY AND PLANNING COMMITTEE MEETING HELD IN LITTLE  
PARA CONFERENCE ROOMS, 34 CHURCH STREET, SALISBURY ON**

**16 MARCH 2020**

**MEMBERS PRESENT**

Cr C Buchanan (Chairman)  
Mayor G Aldridge  
Cr L Braun  
Cr B Brug  
Cr A Duncan (Deputy Chairman)  
Cr K Grenfell  
Cr N Henningsen  
Cr D Hood  
Cr P Jensen  
Cr D Proleta  
Cr G Reynolds

**STAFF**

Chief Executive Officer, Mr J Harry  
General Manager Business Excellence, Mr C Mansueto  
General Manager City Development, Mr T Sutcliffe  
General Manager City Infrastructure, Mr J Devine  
A/General Manager Community Development, Ms V Haracic  
Manager Governance, Mr M Petrovski  
Risk and Governance Program Manager, Ms J Crook  
Governance Support Officer, Ms K Boyd

The meeting commenced at 6.36pm.

The Chairman welcomed the members, staff and the gallery to the meeting.

**APOLOGIES**

Apologies were received from Cr M Blackmore, Cr S Ouk, Cr S Reardon and Cr J Woodman.

**LEAVE OF ABSENCE**

Nil

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## PRESENTATION OF MINUTES

Moved Cr G Reynolds  
Seconded Cr K Grenfell

The Minutes of the Policy and Planning Committee Meeting held on 17 February 2020, be taken and read as confirmed.

**CARRIED**

## REPORTS

### *Administration*

#### **1.0.1 Future Reports for the Policy and Planning Committee**

Moved Cr D Proleta  
Seconded Cr P Jensen

1. The information be received.

**CARRIED**

#### **1.0.2 Minutes of the Tourism and Visitor Sub Committee meeting held on Tuesday 10 March 2020**

Moved Cr D Proleta  
Seconded Cr K Grenfell

The information contained in the Tourism and Visitor Sub Committee of the meeting held on 10 March 2020 be received and noted with respect to the following recommendations contained therein to be adopted by Council:

**CARRIED**

#### **1.0.2-TVSC1 Future Reports for the Tourism and Visitor Sub Committee**

Moved Cr D Proleta  
Seconded Cr K Grenfell

1. The information be received.

**CARRIED**

#### **1.0.2-TVSC2 Promotion of Salisbury Community Hub and Council Area**

Moved Cr D Proleta  
Seconded Cr K Grenfell

1. That the report and information is noted.
2. The Tourism and Visitor Sub Committee support the proposed strategy as set out in this report (Item TVSC2, Tourism and Visitor Sub Committee, 10/03/2020), with a review to be conducted of the strategy by June 2021.

**CARRIED**

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## 1.0.2-TVSC-OB1      **Tourism Strategy**

Moved Cr D Proleta  
Seconded Cr K Grenfell

1. That a report be brought back to the Tourism and Visitor Sub Committee on the remaining elements of the Tourism Strategy that are yet to be completed and their associated costings.
2. This report consider the need to develop a revised Tourism Strategy addressing future tourism projects and initiatives.

**CARRIED**

### *Community Development*

#### **1.1.1      Minutes of the Strategic and International Partnerships Sub Committee meeting held on Wednesday 11 March 2020**

Moved Cr C Buchanan  
Seconded Cr G Reynolds

The information contained in the Strategic and International Partnerships Sub Committee of the meeting held on 11 March 2020 be received and noted with respect to the following recommendations contained therein to be adopted by Council:

**CARRIED**

#### **1.1.1-SIPSC2      Future Reports for the Strategic and International Partnerships Sub Committee**

Moved Cr C Buchanan  
Seconded Cr G Reynolds

1. The information be received.

**CARRIED**

#### **1.1.1-SIPSC3      Civic Management - Review of the Sister City and Friendship City Selection and Maintenance Policy and Procedure**

Moved Cr C Buchanan  
Seconded Cr G Reynolds

1. That this report be received.
2. That the Sister City and Friendship City Selection and Maintenance Policy and Procedures as set out in Attachments 4 and 5 to this report (Item No. SIPSC3, Resources and Governance Committee, 11/03/2020) be endorsed, subject to the preamble being amended to include “businesses” and read as follows:

*The City of Salisbury enters into Sister City and Friendship City relationships to promote economic development, educational, cultural, knowledge and friendship exchanges between cities. This enables the citizens and businesses of the City of Salisbury to participate in, and benefit from, such exchanges.*

3. That the Strategic and International Partnerships Sub Committee Terms of Reference (provided as attachment 3 to the agenda of the Strategic and International Partnerships Sub Committee held on 11 March 2020) and the Sister City and Friendship City Selection and Maintenance Policy and Procedure (provided as Attachments 1 and 2 to the agenda of the Strategic and International Partnerships Sub Committee held on 11 March 2020) be amended to prioritise economic activity including knowledge exchange, investment and jobs as the principle criteria for any sister or friendship city relationship entered into or maintained by Council.
4. That Section 1.1 of the Terms of Reference for the Sub Committee be deleted.

**CARRIED**  
UNANIMOUSLY

### **1.1.2 Duke of Edinburgh International Award Program**

Moved Cr K Grenfell  
Seconded Cr L Braun

1. That the information be received.

**CARRIED**

### **1.1.3 Public Art - Stobie Poles**

Moved Cr N Henningsen  
Seconded Cr B Brug

1. That Council endorse:
  - a. The promotion of SA Power networks procedure on the City of Salisbury website.
  - b. The eligibility of community groups and local schools to apply for the Create a Place – Public Art Project funding.

**CARRIED**

## *Strategic Asset Management*

### **1.5.1 The Paddocks Masterplan - Forward Works Plan**

Moved Cr P Jensen  
Seconded Cr A Duncan

1. That Council note the future works implementation plan.
2. That funding for the future works implementation plan be continued unchanged in the Long Term Financial Plan.

**CARRIED**

### 1.7.1 City Plan

Moved Cr C Buchanan

Seconded Cr A Duncan

1. That Council endorse the draft Foundations, Critical Actions and associated City Plan mapping, contained within Attachments 1 through to 4 of this report, for the purposes of public consultation, subject to the following amendments:
  - Under “Welcoming and Liveable City” direction, Operational Focus, and Item 10 of the Critical Actions table, reword the reference to the Community Safety Strategy as follows:

“Implement Council’s community safety strategy with a focus on a range of evidence based fit-for-purpose community safety initiatives including, but not limited to, CCTV coverage.”
  - Under “A growing City that creates new opportunities” direction, Advocacy Priorities, and Item 15 of the Critical Actions table, reword the reference to east-west roads as follows:

“Improvement to east-west roads including increasing the capacity of Kings Road and Waterloo Corner Road, duplication and extension of Elder Smith Road, and road/rail grade separation of Park Terrace & Kings Road.”
  - Under “A welcoming and liveable City” direction, Strategic Projects, and within the Critical Actions table, add:

“Increasing investment and improving facilities in local and district playgrounds”
  - Under “A welcoming and liveable City direction, Strategic Projects, and within the Critical Actions table, add:

“Implement the Ability Inclusion Strategic Plan, including the provision of increased infrastructure for local and district play spaces”
2. Council endorse the draft Salisbury vision of “A sustainable, connected and progressive community” for the purposes of public consultation.
3. Staff report back to the Policy and Planning Committee in June 2020 on the outcomes of public consultation for final approval of the new City Plan.
4. That Council note the intention to update Council’s economic growth strategy utilising the work undertaken by Deloitte as a basis.

**CARRIED**  
UNANIMOUSLY

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**OTHER BUSINESS**

**P&P-OB1 Remote Access to Council Meetings**

Moved Cr C Buchanan  
Seconded Cr B Brug

1. That the CEO write to Minister of Local Government and Shadow Minister of Local Government seeking an amendment to the Local Government Act to allow remote access to Council meetings considering the current environment.

**CARRIED**  
UNANIMOUSLY

The meeting closed at 6.59 pm.

CHAIRMAN.....

DATE.....



<b>ITEM</b>	1.0.1
	<b>POLICY AND PLANNING COMMITTEE</b>
<b>DATE</b>	20 April 2020
<b>HEADING</b>	Future Reports for the Policy and Planning Committee
<b>AUTHOR</b>	Michelle Woods, Projects Officer Governance, CEO and Governance
<b>CITY PLAN LINKS</b>	4.3 Have robust processes that support consistent service delivery and informed decision making.
<b>SUMMARY</b>	This item details reports to be presented to the Policy and Planning Committee as a result of a previous Council resolution. If reports have been deferred to a subsequent month, this will be indicated, along with a reason for the deferral.

**RECOMMENDATION**

1. The information be received.

**ATTACHMENTS**

There are no attachments to this report.

**1. BACKGROUND**

- 1.1 Historically, a list of resolutions requiring a future report to Council has been presented to each committee for noting.

**2. CONSULTATION / COMMUNICATION**

- 2.1 Internal
  - 2.1.1 Report authors and General Managers.
- 2.2 External
  - 2.2.1 Nil.

### 3. REPORT

3.1 The table below outlines the reports to be presented to the Policy and Planning Committee as a result of a Council resolution.

<b>Meeting Item</b>	<b>Heading and Resolution</b>	<b>Officer</b>
19/12/2016 P&P-OB1	<b>RAAF AP-3C Tailfin for Purposes of Display</b> That staff prepare a report working with Salisbury RSL to obtain an AP-3C Tailfin from RAAF for purposes of display within the Salisbury Council area, potentially as part of the Salisbury Oval Precinct upgrade. <b>Due:</b> July 2020	Julie Kushnir
28/05/2018 1.2.1	<b>Cities Power Partnership Program</b> 1. That Council re-consider becoming a partner of the Cities Power Partnership program once the City of Salisbury's Energy Management Plan has been finalised and endorsed during 2018/19. <b>Due:</b> July 2020	Andrew Legrand
24/06/2019 12.1	<b>Motion without Notice: Upgrades to Current Sporting Facilities</b> That staff provide a report for costings for upgrades to our current major sporting centres, excluding Ingle Farm Recreation Centre, to support our community over the coming 40+ years. <b>Due:</b> June 2020	Adam Trottman
23/09/2019 1.5.1	<b>Heritage</b> 1. Subject to budget approval by Council, the General Manager City Development be authorised to engage a heritage expert to undertake a Local Heritage first stage study, a Thematic Heritage Framework, for the City of Salisbury area, and report back to Council on the findings. <b>Due:</b> October 2020	Peter Jansen
25/11/2019 1.1.2	<b>Community Safety Strategy</b> 3. Staff develop an implementation strategy with detailed resource allocations and assign lead responsibilities, and staging of the actions for council consideration. <b>Due:</b> July 2020	Julie Douglas
25/11/2019 AMSC2	<b>Street Tree Asset Management Plan and Policy</b> 2. That a report be presented to the February 2020 Policy and Planning Committee as part of a plan to consider a range of tree types in the tree palette options, including flowering <b>Due:</b> May 2020	Craig Johansen

25/11/2019	<b>Summary Report for Attendance at Training and Development Activity - 2019 Local Government Professionals Australia National Congress and Business Expo, Darwin</b>	Jo Cooper
3.6.2	3. That staff prepare and bring back to the relevant Council Committees, a report/s that considers the prospective implementation of: <ol style="list-style-type: none"> <li>a. strategies and opportunities for Council to engage in the “Direct Democracy” (Citizens Jury), identifying areas where this can be used e.g. Neales Green;</li> </ol>	
<b>Due:</b>	July 2020	
25/11/2019	<b>Summary Report for Attendance at Training and Development Activity - 2019 Local Government Professionals Australia National Congress and Business Expo, Darwin</b>	Jo Cooper
3.6.2	3. That staff prepare and bring back to the relevant Council Committees, a report/s that considers the prospective implementation of: <ol style="list-style-type: none"> <li>b. the creation of a “Fun Bus” service as provided by the City of Darwin;</li> </ol>	
<b>Due:</b>	July 2020	
16/12/2019	<b>Public Art – Feature Artwork</b>	Julie Kushnir
1.1.2	4. Staff to continue to work with the Public Art Panel to identify suitable locations with a further report to be brought back to Council in March 2020 with recommendations that can be incorporated into the 2020/21 budget.	
<b>Due:</b>	August 2020	
28/01/2020	<b>Bridgestone Athletics Centre – Sponsorship Opportunities</b>	Adam Trottman
1.10.1	Council has previously resolved this resolution to be confidential.	
<b>Due:</b>	June 2020	
23/03/2020	<b>City Plan</b>	Amanda Berry
1.7.1	3. Staff report back to the Policy and Planning Committee in June 2020 on the outcomes of public consultation for final approval of the new City Plan.	
<b>Due:</b>	June 2020	
23/03/2020	<b>Motion on Notice: Affordable Housing Policy Amendment</b>	Terry Sutcliffe
MON7.3	1. A report be prepared for the Policy and Planning Committee meeting in May 2020 suggesting draft amendments to Council's Affordable Housing Policy to incorporate exploration and investigation of opportunities for inclusion of a Community Housing component in Council’s Strategic Property Projects.	
<b>Due:</b>	May 2020	

**4. CONCLUSION / PROPOSAL**

- 4.1 Future reports for the Policy and Planning Committee have been reviewed and are presented to Council for noting.

**CO-ORDINATION**

Officer: EXECUTIVE GROUP

Date: 14/04/2020

<b>ITEM</b>	1.1.1 <b>POLICY AND PLANNING COMMITTEE</b>
<b>DATE</b>	20 April 2020
<b>HEADING</b>	Shelter for the Homeless
<b>AUTHOR</b>	Julie Douglas, Senior Social Planner, Community Development
<b>CITY PLAN LINKS</b>	4.1 Strengthen partnerships that enable us to better address our community's priorities. 3.4 Be a proud, accessible and welcoming community. 3.1 Be an adaptive community that embraces change and opportunities.
<b>SUMMARY</b>	<p>This report responds to a Motion on Notice that requested investigation of opportunities for temporary shelters for people experiencing homelessness.</p> <p>It provides an overview of the organisational arrangement of Housing and Homeless services in the northern region, and current Council practices in supporting and referring vulnerable homeless people to the those services.</p> <p>It provides the outcome of consultation with the Northern Homelessness and Violence against Women collaboration, Housing SA and SAPol in relation to using Council or other facilities as temporary homeless shelters.</p>

### **RECOMMENDATION**

1. That this report be received.
2. That telephone facilities be made available at the Salisbury Community Hub to facilitate improved connection to local Housing and Homeless service providers.
3. That Council staff continue to support homeless people to connect with local service Housing and Homeless service providers.
4. That Council advocate for increased funding for the provision of emergency accommodation in the north. That Council write to the Minister for Human Services seeking and increase in funding for the provision of emergency accommodation in the north.

### **ATTACHMENTS**

This document should be read in conjunction with the following attachments:

1. Australian Bureau of Statistics - Estimating Homelessness by Local Government Area, 2016
2. Homeless Services Referral Information - for Community Distribution
3. South Australian National Housing and Homelessness Agreement
4. South Australia's Housing and Homelessness Strategy
5. Homelessness Sector Reform Media Release

## 1. BACKGROUND

1.1 At its meeting on 25 November 2019 Council resolved the following:

*That the administration:*

*Investigate opportunities for temporary shelter for people experiencing homelessness, including potential use of appropriate Council owned buildings, religious centres and other not-for-profit sites in the Salisbury City Centre and greater City of Salisbury, through the Northern Homeless co-collaboration group.*

*(Resolution Number 0343/2019)*

1.2 This report provides an overview of homelessness across the City of Salisbury, the current status of the homelessness sector in the Northern Adelaide metropolitan region, responses during COVID-19, Code Red and Blue events, and the results of consultation undertaken in relation to the use of Council (and other) facilities to provide a temporary homeless shelter.

## 2. CONSULTATION / COMMUNICATION

2.1 Internal

2.1.1 N/A

2.2 External

2.2.1 Northern Homelessness and Violence Against Women Collaboration

2.2.2 South Australian Housing Authority

2.2.3 Salvation Army

2.2.4 Anglicare

2.2.5 Centacare

2.2.6 Northern Adelaide Domestic Violence Service

2.2.7 South Australian Police

## 3. REPORT

### Extent of Homelessness in the City of Salisbury

3.1 The number of people experiencing homelessness has grown both nationally and locally over the last decade. In the 2016 Census it was estimated that nationally 116,427 people were homeless, an increase of almost 14% from the 2011 Census. In South Australia it was estimated that 6,203 people were homeless in 2016. Compared with other South Australian council areas the City of Salisbury had the third highest estimated homeless population in 2016 at 627 persons, behind Adelaide City Council at 644 persons and Port Adelaide Enfield at 751 persons. The City of Playford had a homeless population in 2016 of 401 persons, which when combined with Salisbury gave a combined estimate of homeless people in the Northern Adelaide metro region of some 1,028 persons. A full comparison of homeless estimates across all South Australian council areas is provided as attachment 1.

- 3.2 Due to difficulties in quantifying homelessness, the Census data is widely considered to underestimate the true extent of homelessness. Local service providers confirm that demand for homelessness, housing and support services in the Northern Adelaide region suggests that the number of homeless people is significantly higher than the Census estimated figures. Most noticeable among these is the increasing number of people sleeping rough and in vehicles, but the hidden homeless includes people who are “couch surfing” or living in short term, insecure accommodation.

#### Homelessness Services in the Northern Adelaide Region

- 3.3 The organisational arrangement of housing and homeless services is underpinned by the National Housing and Homelessness Agreement (NHHA) (attachment 3), which is the mechanism through which state and federal funding is provided for the provision of housing and homeless services. The agreement specifies the key commitments agreed to by state and federal governments, including the development of the State Housing and Homelessness Strategy (attachment 4). The Strategy identifies the key partners in the delivery of housing and homelessness services:
- Federal government jointly funds and sets policy with state government to facilitate new supply and deliver housing and homelessness services;
  - State government jointly funds and sets policy with federal government to facilitate new supply and deliver housing and homelessness services; collects data from housing and homelessness providers; and manages land use, supply, development, urban planning and infrastructure policy, along with tenancy regulation and housing related taxes and charges;
  - Local government has responsibility for regulating statutory planning, development processes, building approvals, rates and charges and land use planning;
  - The community sector has responsibility for the provision of social housing, specialist housing and homelessness support services; and delivering new social and affordable housing supply.
- 3.4 The homelessness service sector in Greater Adelaide is organised regionally with generally one provider of general or generic homelessness services in addition to specialist services (for example. youth or domestic violence). The homeless service providers work in conjunction with the South Australian Housing Authority (SAHA) to provide medium term and emergency accommodation for people who are homeless or at risk of homelessness. Each service provider has a number of properties designated for emergency accommodation but due to demand in the region more often emergency accommodation is provided via motels, the availability of which is dependent on competing demands and seasonal variation. Budget is allocated via case by case negotiation between the contracted regional homeless service providers and the South Australian Housing Authority to meet the cost of emergency accommodation.

- 3.5 The organisations with responsibility and funding to deliver housing and homelessness services for residents of the City of Salisbury are:
- South Australian Housing Authority;
  - Anglicare Inner and Outer Northern Generic Homelessness Service;
  - Salvation Army Inner North & North East Youth Homelessness Service;
  - Centacare Outer Northern Youth Homelessness Service;
  - Northern Adelaide Domestic Violence Service; and
  - Nunga Mi:Minar - Northern Regional Aboriginal Domestic Violence and Family Violence Service.
- 3.6 People seeking assistance are able to contact the local services direct or free-call the Homelessness Gateway (which operates as a 24 hours a day, 7 days a week telephone service providing support and access to emergency accommodation), or the Domestic Violence Crisis Line (which operates during standard business hours and facilitates access to safe accommodation).
- 3.7 Under the NHHA South Australia adopts both a ‘housing first’ and ‘safety first’ approach to housing and homelessness services, which reflects the complex issues that lead to homelessness and that family breakdown and domestic violence is a significant factor leading to homelessness in Australia. The services operate under a ‘no wrong door’ policy to ensure that people seeking assistance are connected to the appropriate local service to assist them. This is supported by information sharing through the Homeless 2 Home (H2H) case management system which enables a closely coordinated homelessness sector by facilitating referral, service delivery and case management across multiple agencies.
- 3.8 On 6 March the Minister for Human Services announced a reform of the homelessness system over the next 12 months through the newly created Office for Homelessness Sector Integration (attachment 5). The focus of the reform is to shift the emphasis in homeless service provision to prevention and early intervention, rather than emergency housing provision. There may be opportunities for Council to contribute to preventative approaches as a result of the changed emphasis outlined in the reform agenda.

#### Council’s Practice to Support Homeless People

- 3.9 Past and current Council practice has been to engage (when appropriate) and refer homeless people to local homelessness and housing services for intake assessment and assistance. It should be noted that engagement with services is entirely voluntary and not all people who are homeless are willing to engage with housing and homelessness services, for various reasons. It is also recognised that discouraging homeless people from public spaces displaces, rather than resolves, the homelessness problem and can instead increase the vulnerability of homeless people.
- 3.10 Any approach to addressing homelessness in the City of Salisbury needs to be based on an understanding that local government cannot and should not work in isolation on this matter – partnerships with local networks and specialist service providers are critical. Council is a key partner member in the Northern Homelessness and Violence against Women (NHVAW) collaboration, which brings together homelessness, domestic violence and support organisations across the region.



- 3.11 To best support homeless people in the north and the housing, homeless and support organisations that operate regionally Council needs to continue supporting and connecting homeless people to the relevant homelessness services. This is particularly important during declared Code Red and Code Blue extreme weather events and in the current COVID-19 crisis, where the housing and homeless organisations have the mandate and responsibility to support homeless people.
- 3.12 At a practical level, the role of Council during extreme events (such as Code Red and Code Blue) is to follow its usual practice of providing drinking water, access to amenities and air conditioning at its facilities and assistance and referral for any community members in distress or requiring assistance. Ensuring that people seeking assistance are connected to local housing and homeless services is our key responsibility during such events.
- 3.13 At a strategic level, the role of Council is to advocate to federal and state governments for increased funding and facilities to increase emergency and crisis accommodation for people experiencing, or at risk of homelessness in the north.

#### Development of a Temporary Homeless Shelter

- 3.14 The development of a temporary homelessness shelter is not supported by the NHVAW collaboration due to the significant health and safety concerns in co-locating mixed groups of people with high and complex needs within the same facility. Developing a temporary homeless shelter is not consistent with the “safety first” approach adopted in the South Australian NHHA, and the overall approach to housing and homeless service provision within the state. Additional consultation undertaken with the SA Housing Authority and SA Police confirmed this advice.
- 3.15 Under the current NHHA funding arrangements and state government commitments in its Housing and Homelessness Strategy, regional homeless service providers do not have the necessary funding or remit to develop and staff a temporary homeless shelter.
- 3.16 Utilising Council (or other) facilities as a temporary homeless shelter would still require significant investment to adapt those facilities for purpose. Development of a homelessness shelter would more appropriately utilise an already fit-for-purpose facility that could safely and securely separate different population cohorts (although it is noted that this is a minimum requirement as separate facilities for men and women/children is recommended); separate and secure entrances/exits for the different population cohorts; adequately provisioned sleeping quarters; showering and toilet facilities; luggage storage; and be supervised and managed by appropriately qualified staff.
- 3.17 It is noted that during the current COVID-19 crisis emergency accommodation must be designed to enable appropriate social distancing and good hygiene.

#### Responses to Homeless People during the COVID-19 Crisis

- 3.1 The current COVID-19 crisis has significantly increased the potential for increased numbers of homeless people across the entire northern region. It is recognised that homeless people are at increased risk during the crisis due to underlying health conditions and an inability to self-isolate to protect from the risk of contagion.

- 3.2 Recent media and social media posts have drawn attention to strategies implemented in the Adelaide CBD aimed at accommodating homeless people in motel accommodation. However, advice from Housing SA is that people who are homeless in the Northern metro region should not be encouraged to relocate to the Adelaide CBD as they are unlikely to be eligible for the motel accommodation offered through Adelaide's Street to Home Service. Further, housing and homeless service providers are trying to prevent homeless people from congregating in the CBD, as this may increase contagion risks.
- 3.3 The current direction being taken is based on local responses utilising already existing services and practices. Feedback from the local homeless service providers (SA Housing Authority, Anglicare, Salvation Army, Centacare, Northern Adelaide Domestic Violence Service) recommends that Council should continue to rely on its existing practice (i.e. referral through the Homelessness Gateway telephone service, direct contact with the relevant local specialist homelessness services or Housing SA). Ideally this should now be done via telephone to support social distancing as much as possible.
- 3.4 Council has agreement from the SA Housing Authority in Salisbury to facilitate more direct referrals of homeless people within the Salisbury Council area during the COVID-19 crisis. The SA Housing Authority will conduct intake assessments and make the appropriate arrangements and/or referrals to ensure that local homeless people receive the necessary support available to them in the northern region. Access to telephone facilities at Council venues to assist people to connect with homeless service providers is recommended as a supportive strategy.

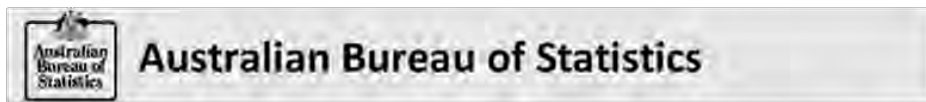
#### **4. CONCLUSION / PROPOSAL**

- 4.1 This report has provided an overview of homelessness across the City of Salisbury, the current status of the homelessness sector in the Northern Adelaide metropolitan region, responses during COVID-19, Code Red and Blue events, and the results of consultation undertaken in relation to the use of Council (and other) facilities to provide a temporary homeless shelter.
- 4.2 The development of a temporary homelessness shelter is not supported by the Northern Homelessness and Violence against Women (NHVAW) collaboration, however member organisations recognise the good intention of this motion.
- 4.3 Consultation with the NHVAW collaboration group, Housing SA and SAPol has highlighted significant health and safety concerns in co-locating mixed groups of people with high and complex needs within the same facility. The approach is not consistent with the "safety first" approach adopted in the South Australian NHHA, and the overall approach to housing and homeless service provision within the state.
- 4.4 A temporary homelessness shelter would require a fit-for-purpose facility, and a staffing/management model that is unfunded at this time.
- 4.5 Council's role in supporting homeless people is to ensure they are supported and referred to existing housing and homeless service providers, and to advocate for additional funding for the development of fit-for-purpose emergency and crisis housing to meet growing need in the northern region.

**CO-ORDINATION**

Officer: EXECUTIVE GROUP  
Date: 14/04/2020





20490D0006\_2016 Census of Population and Housing: Estimating homelessness, 2016

Table 6.1 ALL HOMELESS PERSONS, by place of enumeration, Local Government Area, 2016

LGA	All homeless persons, no.
Adelaide (C)	644
Adelaide Hills (DC)	25
Alexandrina (DC)	34
Anangu Pitjantjatjara (AC)	297
Barossa (DC)	44
Barunga West (DC)	4
Berri and Barmera (DC)	86
Burnside (C)	39
Campbelltown (C)	107
Ceduna (DC)	40
Charles Sturt (C)	426
Clare and Gilbert Valleys (DC)	20
Cleve (DC)	0
Cooper Pedy (DC)	10
Copper Coast (DC)	10
Elliston (DC)	4
Flinders Ranges (DC)	0
Franklin Harbour (DC)	4
Gawler (T)	44
Goyder (DC)	10
Grant (DC)	34
Holdfast Bay (C)	63
Kangaroo Island (DC)	18
Karoonda East Murray (DC)	8
Kimba (DC)	3
Kingston (DC)	0
Light (RegC)	22
Lower Eyre Peninsula (DC)	7
Loxton Waikerie (DC)	28
Mallala (DC)	25
Maralinga Tjarutja (AC)	0
Marion (C)	243
Mid Murray (DC)	26
Mitcham (C)	199
Mount Barker (DC)	46
Mount Gambier (C)	97
Mount Remarkable (DC)	5
Murray Bridge (RC)	118

Naracoorte and Lucindale (DC)	50
Northern Areas (DC)	3
Norwood Payneham St Peters (C)	93
Onkaparinga (C)	485
Orroroo/Carrieton (DC)	19
Peterborough (DC)	3
Playford (C)	401
Port Adelaide Enfield (C)	751
Port Augusta (C)	108
Port Lincoln (C)	71
Port Pirie City and Dists (M)	68
Prospect (C)	51
Renmark Paringa (DC)	68
Robe (DC)	5
Roxby Downs (M)	4
Salisbury (C)	627
Southern Mallee (DC)	0
Streaky Bay (DC)	4
Tatiara (DC)	21
Tea Tree Gully (C)	94
The Coorong (DC)	4
Tumby Bay (DC)	5
Unley (C)	51
Victor Harbor (C)	22
Wakefield (DC)	16
Walkerville (M)	25
Wattle Range (DC)	11
West Torrens (C)	206
Whyalla (C)	87
Wudinna (DC)	0
Yankalilla (DC)	7
Yorke Peninsula (DC)	7
Unincorporated SA	44



**City of Salisbury**  
ABN 82 615 416 895  
  
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Australia

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city@salisbury.sa.gov.au  
  
TTY 08 8406 8596  
(for hearing impaired)  
www.salisbury.sa.gov.au

## Homelessness Services and Advice

These services will assess your situation and work with you to find the best option to suit your needs.

**Housing SA** phone 131 299 for an intake assessment (8.30 am to 5.30 pm Monday to Friday)

**Homelessness Gateway** (including families) phone 1800 003 308 (24 hours, 7 days a week -  
freecall from a landline)

**Youth Gateway** (aged 15 to 25 years) phone 1300 306 046 or 1800 807 364 (24 hours, 7 days a week  
- freecall from a landline)

## Local Services for advice and accommodation

### **Housing SA**

Salisbury

1 Ann Street, Salisbury SA 5108

Phone: 131 299 Phone lines are open from 8.30 am to 5.30 pm Monday to Friday

### **Anglicare SA**

Elizabeth

91-93 Elizabeth Way, Elizabeth SA 5112

Phone 8209 5460

Holden Hill

Level 1, 560 North East Road, Holden Hill SA 5088

Phone 8118 2660

This service is for **adults, singles and families** who are homeless or at risk of becoming homeless.

### **Salvation Army Youth Services**

Cnr Bridge and Maxwell Road, Ingle Farm SA 5098

Phone 8397 9333

This service is for **young people aged 15 to 24 years** who are currently or at risk of becoming homeless.

### **Centacare Youth Services**

34 Yorktown Road, Elizabeth Park 5113

Phone 8252 2311

This service is for **young people aged 15 to 24 years** who are currently or at risk of becoming homeless.





# South Australia

## NATIONAL HOUSING AND HOMELESSNESS AGREEMENT

### PRELIMINARIES

1. This Schedule is an agreement that is a supplementary housing agreement for the purposes of section 15C of the FFR Act.
2. This Schedule will commence as soon as the Commonwealth and South Australia sign this and the primary agreement (the Agreement).
3. Unless terminated earlier or extended as agreed in writing by the Parties, this Schedule will:
  - (a) expire no later than 30 June 2023; and
  - (b) be replaced for further terms of up to five years by the written agreement of the Parties.
4. A Party to this Schedule may terminate their participation in the Agreement at any time by giving 12 months' notice of intention to do so, in writing, to the other Party.
5. This Schedule may be amended at any time by agreement in writing by the relevant Commonwealth and State portfolio ministers.
6. The purpose of this Schedule is to provide an indication of how South Australia intends to implement the conditions agreed in the Agreement, including the actions that will be undertaken as stated in South Australia's housing and homelessness strategies, and any actions to be undertaken by South Australia to support the Data Schedule.
7. To enable payments to commence from 2018-19, South Australia confirms that it satisfies the requirements of clause 17 of the Agreement as at 1 July 2018 and as set out in this Schedule. At the commencement of this Schedule, South Australia's housing and homelessness strategies are set out in various public documents, which are referenced in Part 2 and 3 of the Schedule. During 2018-19, the South Australian Government will be reviewing and updating its housing and homelessness strategies.

### PART 1 – OVERVIEW

8. Housing in South Australia is more affordable relative to most other Australian states and territories. More moderate population growth, coupled with responsive planning and zoning arrangements ensure that South Australia has an appropriate land supply pipeline to meet demand for housing. Demand for home ownership is generally aligned to supply available. The South Australian property market does not generally experience large price swings, with residential property experiencing moderate annual growth on average.
9. South Australia currently supports affordable housing through a range of measures, including:
  - its 15 per cent affordable housing policy, which requires a 15 per cent affordable housing target for residential developments on State Government land and other significant developments. This policy is supported by the Affordable Homes Program, which targets outcomes to eligible lower income buyers or affordable rental providers.

- the Government owned HomeStart Finance, which provides financing for people who may not otherwise be able to enter into home ownership, including providing loans with repayments set as a percentage of income and shared equity products.
10. South Australia is undertaking the biggest modernisation of the planning system in 20 years. The new Planning and Design Code policies aim to facilitate opportunities for diverse, well-designed housing and simplify the assessment pathways.
  11. South Australia has a higher proportion of social houses per capita than the national average (around 27.4 dwellings per 1000 residents compared with the national average of about 17.6 dwellings per 1000 residents). The existing tenant base is ageing with a greater percentage of housing now allocated to people with high needs and support requirements. The Government has been undertaking a number of programs to renew its social housing stock, including the construction of 1000 new homes and working with the community housing sector on development opportunities through the management transfer of 5000 assets.
  12. South Australia operates a consolidated and planned regional response to homelessness across the state. It includes early intervention, assertive outreach, medium term accommodation options and home based support to sustain transitions to independent living. A network of government and non-government organisations deliver homelessness services across metropolitan and regional South Australia. Services include accommodation, safety planning and intensive case management. The State Government manages a number of specialist housing assistance programs for highly vulnerable and at risk groups.
  13. South Australia adopts a 'housing first' and 'safety first' approach, which includes a 'no wrong door' policy, and recognises children as clients in their own right. Our case management system, Homeless 2 Home (H2H), underpins the development of a more closely coordinated homelessness sector by enabling referral, service delivery and case management across multiple agencies. It also reduces the need for clients to retell their story to different agencies. Key service elements are identified within individual service contracts to ensure outcomes are met.
  14. South Australia is seeking to further improve client outcomes via reviewing and re-designing services in response to priorities and contemporary practices. This review, undertaken in consultation with the sector, will shape broad homelessness sector reform to improve the quality of services for the most vulnerable members of our community, and inform the development of a state homelessness strategy.

## PART 2 – SOUTH AUSTRALIAN HOUSING STRATEGY

15. South Australia's housing strategies are currently set out in the Housing Strategy for South Australia 2013-18, Housing SA Blueprint 2013-2018 and the Department for Communities and Social Inclusion's Strategic Plan 2014-2018. Urban form and housing supply targets are currently set out in the 30-Year Plan for Greater Adelaide (2017 Update).
16. With respect to the requirement to have a housing strategy, as outlined in clause 17 of the Agreement, South Australia is developing and will have a new strategy in place and publicly available by 1 July 2019. The period from 1 January 2019 to 30 June 2019 is a period prescribed for the purposes of sub-clause 18(e) of the Agreement for which it is not reasonably practicable for South Australia to have a publicly available strategy.
17. The table below includes details of South Australia's housing priorities, policies and initiatives that supplement South Australia's housing strategy as per clause 19 of the Agreement. As South Australia will be reviewing and updating its housing strategy during 2018-19, these policies and initiatives may be reviewed over time to align to the South Australian Government's new strategy.

Key commitment	Key Performance Indicators
<b><i>A well-functioning housing system that responds to local conditions</i></b>	
Establish a new housing authority	Establish a new authority amalgamating the housing functions of Housing SA and Renewal SA in 2018-19.
Develop a new state housing strategy	Develop and publicly release a new housing strategy, addressing the requirements of clause 17 of the Agreement, for South Australia by 1 July 2019.
Tenancy reform	Explore potential reforms that further protect vulnerable citizens living in private rental housing arrangements.  In partnership with the Commonwealth, develop draft national standards that improve the safety of women who have experienced domestic violence living in private rental housing and help protect their rights as tenants.  It is expected the draft standards will be considered nationally by the end of 2018.
Supply of land in South Australia is adequate to meet the long term demand for land  Living Adelaide – The 30 – Year Plan for Greater Adelaide which includes actions to deliver a compact urban reform	Report annually on 30 year plan targets, land supply for housing and employment purposes for Greater Adelaide.
Planning application and approval processes are efficient	Report on the estimated median number of days for a planning application to be decided. Reporting to commence from 2020.  Commence the state-wide Planning and Design Code by 1 July 2020 (which will replace the 72 Council Development Plans).
<b><i>A well-functioning social housing system</i></b>	
Ensure housing stock is accessible by priority cohorts	≥50% of new tenancies allocated to priority cohorts.  Consider the findings of the Australian Housing and Urban Research Institute’s audit of the state’s current housing assets and mapping of future demand.
Utilise urban renewal to increase appropriateness of social housing	Under the Better Neighbourhood Program, construct 207 houses in 2018-19 and 130 houses in 2019-20.
Improve the liveability of social housing stock	Ensure a minimum of 75% of all new houses built by the SAHT meet or exceed the SAHT Universal Housing Design Criteria.
Ensure South Australia’s public housing is underpinned by effective asset management	Initiate a full condition assessment of public housing properties to improve management of the housing stock, commencing March 2018.



Key commitment	Key Performance Indicators
Improve service channels for clients and interfaces with partners and contracted agencies through <i>Connect</i> – the Business Systems Transformation program	Business Systems Transformation program implementation dates: Phase 1: system replacement – December 2020 Phase 2: online services – March 2021
Support the development and efficiency of the Community Housing Providers (CHP)	Finalise the lease transfer of 5000 housing assets. Include contractual requirements for the transfer of the 5000 houses that support the upgrade and renewal of CHP managed houses.
Support clients to become more engaged in their community, including through education, training and employment	Build a new facility to provide 20 units of supported accommodation to young Aboriginal adults from remote South Australia undertaking vocational training or tertiary studies in Adelaide during 2019.
<b><i>Support increased affordable housing options for people on low to moderate incomes</i></b>	
Support an increase of affordable housing through inclusionary zoning and inclusionary policy on government land.	Increase stock of affordable homes. 15% affordable housing on government land and significant developments. Residential development code that supports the delivery of affordable housing.
Continue to support Government owned HomeStart Finance provide a range of products to assist lower-income earners enter the housing market, including the Advantage Loan, Low Deposit Loan, Graduate Loan as and shared equity product.	Number of new home loans issued by HomeStart Finance.
Continue to promote shared equity products to support affordable housing outcomes	HomeStart Finance to introduce and administer a new shared equity product – Shared Equity Option. Implement Equity Assistance (a shared equity program) over the next 9 months. Number of households financed with HomeStart's Shared Equity Option product.

### PART 3 – SOUTH AUSTRALIAN HOMELESSNESS STRATEGY

18. South Australia's homelessness strategies are set out in the Housing Strategy for South Australia 2013-18, Housing SA Blueprint 2013-2018 and the Department for Communities and Social Inclusion's Strategic Plan 2014-2018.
19. With respect to the requirement to have a homelessness strategy, as outlined in clause 17 of the Agreement, South Australia is developing and will have a new strategy in place and publicly available by 1 July 2019. The period from 1 January 2019 to 30 June 2019 is a period prescribed for the purposes of sub-clause 18(e) of the Agreement for which it is not reasonably practicable for South Australia to have a publicly available strategy.

20. The table below includes details of South Australia’s homelessness priorities, policies and initiatives that supplement South Australia’s homelessness strategy as per clause 19 of the Agreement. As South Australia will be reviewing and updating its homelessness strategies during 2018-19, these policies and initiatives may be reviewed over time to align to the South Australian Government’s new strategy.

Key commitment	Key Performance Indicators
Develop a new state homelessness strategy	Develop and launch a new homelessness strategy for South Australia by 1 July 2019.
The homelessness service system is responsive and driven to achieve continuous quality improvement	Vulnerable persons framework, supportive housing panels or round tables are implemented within all regions in South Australia, to provide coordinated responses for people experiencing high levels of risk and vulnerability.
People at risk of homelessness are identified early and provided with effective interventions	≥90% of people seeking assistance in housing crisis did not become homelessness.
People experiencing homelessness are rapidly supported into housing	≥80% of people who present as homeless were in accommodation by the end of their support period.
People who are newly housed thrive in their home and community	≥80% of people with capacity for economic participation are connected to education or employment.
Women and children live in homes that are safe and free from violence	≥70% of women and children who enter crisis accommodation are in safe and stable housing by the end of their support period.

**Priority cohorts**

Key commitment	Policy or program	Action and key dates
Women and children affected by domestic and family violence.	Aboriginal family violence services	This will be achieved through a redeveloped service model designed in consultation with key stakeholders. It is expected that the new model will be implemented by July 2019.
	Early intervention to keep women and children safe at home	A new safe at home model will be developed in consultation with key stakeholders. It is expected that the new model will be implemented by July 2019.
	Increase crisis accommodation	Deliver two new regional and one metropolitan crisis accommodation centres,

Page 5 of 8

Key commitment	Policy or program	Action and key dates
		resulting in 40 more beds. Initial scoping for timeframes is currently underway.
Children and young people	Young people at risk of homelessness will be identified early through education pathways and will be supported to prevent homelessness	A review and remodel of existing services will occur in consultation with key stakeholders. It is anticipated the reformed model will be implemented by July 2019.
	Young people experiencing violence and at risk of homelessness	Independent research will be undertaken to determine how to more effectively engage young people who are experiencing violence and are at risk of homelessness. This research will occur by end 2020.
Indigenous Australians	Aboriginal family violence services	This will be achieved through a redeveloped service model designed in consultation with key stakeholders. It is expected that the new model will be implemented by July 2019.
	Connect with Aboriginal people moving from remote to regional centres to prevent homelessness	This will be achieved by reviewing existing service approaches and the development of a remote visitor framework. It is expected that this will be ongoing throughout the term of the strategy.
People experiencing repeat homelessness	Adelaide Zero Project – functional zero homelessness for people sleeping rough within Adelaide CBD	This will be achieved through the implementation of the functional zero approach to responding to homelessness. The target is to achieve functional zero by 2020.
	Improved services for people sleeping rough in the Riverland	This will be achieved through a review and reform of the existing Riverland services. It is expected the reformed model will be implemented by July 2019.
	Supportive housing for people who have experienced chronic homelessness	A reformed supportive housing model will be developed in consultation with key stakeholders targeted at people experiencing risk and vulnerability. It is expected the reformed model will be implemented by July 2020.
People currently exiting institutions and care into homelessness	Review of existing programs for people exiting incarceration	This will be achieved through a review and potential reform of model. Timeframes are yet to be confirmed.

Key commitment	Policy or program	Action and key dates
	Transition from Guardianship Care	<p>Review current housing pathways for young people leaving care to support the development of contemporary service responses.</p> <p>A new protocol between the Department for Child Protection and Housing SA will be developed to support young people into independent housing.</p> <p>It is expected the protocol will be finalised in 2018.</p>
Address older people	Aged Housing Program	<p>A review of the existing aged housing program to be undertaken to provide recommendations on service development for older people.</p> <p>Timeframes are yet to be confirmed.</p>

**PART 4 – JOINT REFORM COMMITMENTS**

- 21. South Australia and the Commonwealth will explore opportunities to share data and undertake agreed projects to share and link social housing and homelessness data with social security and other databases.

**PART 5 – STATE-SPECIFIC MEASUREMENT**

- 22. State-specific indicators may be agreed between the Parties from time to time.

**PART 6 – REPORTING**

- 23. As required by clause 40 of the Agreement, South Australia will produce an annual report on the implementation of the reforms and initiatives agreed in Part 2 and 3 of this Schedule as appropriate. The report will be provided to the Commonwealth Minister with portfolio responsibility for housing and homelessness by 31 October of the following financial year. The annual report can be made public by either party.

**PART 7 – OTHER CONDITIONS/PRIORITY POLICY AREAS**

- 24. Other conditions and/or priority policy areas may be agreed between the Parties from time to time.




**PART 8 – SIGN OFF**

25. The Parties have confirmed their commitment to this agreement as follows:

*Signed for and on behalf of the Commonwealth of Australia by*

-----  
The Honourable Scott Morrison MP  
Treasurer of the Commonwealth of Australia  
[Day] [Month] [Year]

*Signed for and on behalf of South Australia by*

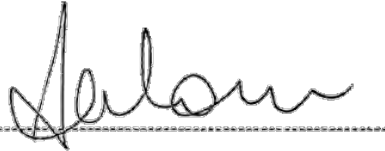
  
-----  
The Honourable Michelle Lensink MLC  
Minister for Human Services  
[Day] [Month] [Year]  
15 June 2018



**PART 8 – SIGN OFF**

25. The Parties have confirmed their commitment to this agreement as follows:

*Signed for and on behalf of the Commonwealth of Australia by*



A handwritten signature in black ink, appearing to read 'Scott Morrison', is written over a horizontal dashed line.

The Honourable Scott Morrison MP  
Treasurer of the Commonwealth of Australia

[Day] [Month] [Year]

14 Jun 2018

*Signed for and on behalf of South Australia by*

-----  
The Honourable Michelle Lensink MLC  
Minister for Human Services

[Day] [Month] [Year]



# OUR HOUSING FUTURE 2020-2030

Government of South Australia

Item 1.1.1 - Attachment 4 - South Australia's Housing and Homelessness Strategy





## MESSAGE FROM THE PREMIER

*Steven Marshall, Premier of South Australia*

Now is an exciting time to be a South Australian. My Government is committed to building a better future for all South Australians and ensuring that our great state reaches its potential.

At the heart of our plan to deliver real change for South Australians is a once-in-a-generation opportunity to modernise the housing, homelessness and support system, the effects of which will be enjoyed for generations of South Australians to come.

Housing is a fundamental pillar of our society, and of our individual wellbeing. However, we recognise that sustainable and affordable housing is currently out of reach for a growing number of South Australians, and systemic change is desperately needed to enable people to reach their housing aspirations.

Through the Strategy, *Our Housing Future 2020-2030*, Government is hitting the reset button to get the housing and homelessness system back on track. To invest in housing is to invest in our state's future, and in the future of all South Australians.

We understand that getting housing right – appropriate housing in the right locations – is key to economic growth. Housing supports population growth and the retention of talented people in our vibrant state, which are integral for sustained economic growth and continued prosperity.

A well-functioning housing and support system also assists people to live safely and independently. Housing is a job enabler, giving people the stability to find and maintain employment, and a job creator, stimulating local development and construction industries amongst others.

This Strategy creates a foundation for change by setting the conditions and opportunities to partner, pilot and scale up what works. This is not a strategy just for Government, but a whole-of-state and whole-of-system Strategy, for all partners involved in the planning, financing and delivery of housing and related services.

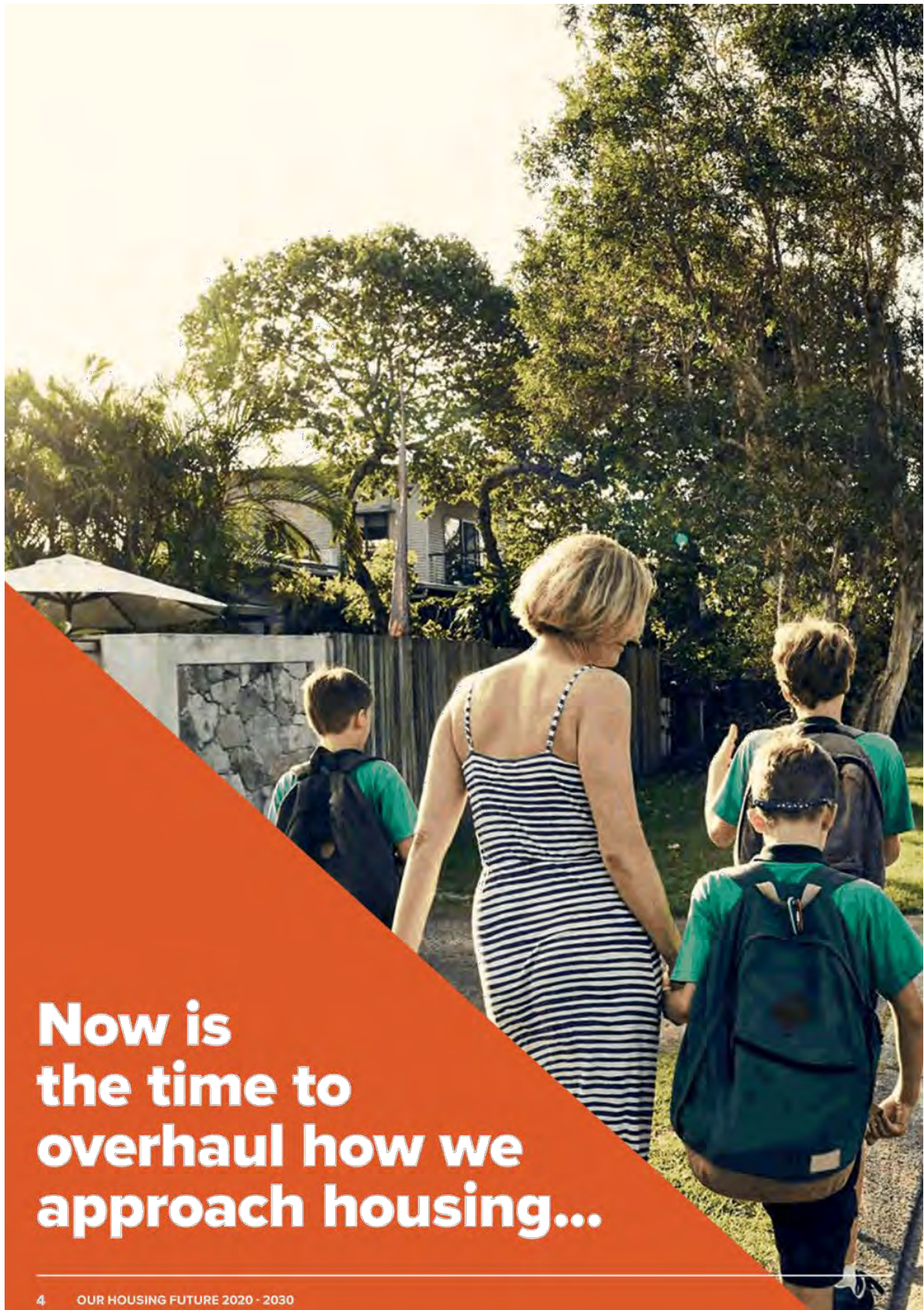
We've outlined 5 key strategies, including the delivery of 20,000 affordable housing solutions in partnership with the housing sector and industry, backed by over \$550 million investment from my government to spark investment, demonstrate innovation, remove systemic barriers and pave the way for a bright housing future for all South Australians.

South Australia has a proud legacy of housing innovation and investment, started by Sir Thomas Playford GCMG. My Government is committed to creating the conditions our State needs to deliver a sustainable and effective State-wide housing, homelessness and support system.

Steven Marshall  
Premier of South Australia

OUR HOUSING FUTURE 2020 - 2030 3





**Now is  
the time to  
overhaul how we  
approach housing...**

4 OUR HOUSING FUTURE 2020 - 2030

Item 1.1.1 - Attachment 4 - South Australia's Housing and Homelessness Strategy





### **MESSAGE FROM THE MINISTER FOR HUMAN SERVICES**

*Michelle Lensink MLC, Minister for Human Services*

The Marshall Liberal Government, at its core, is passionate about empowering South Australians to be the architects of their own futures. Fundamental to people's wellbeing and autonomy is housing, and this government is committed to creating the conditions to support South Australians to reach their housing aspirations.

*Our Housing Future 2020-2030* aims to support well-functioning communities, with a focus on improving the customer journey and housing pathways. This strategy aims to break down the barriers that see people stuck in homelessness, falling through the cracks, or in housing that is not appropriate to their needs.

We know that getting people into a home in the right location and community for them, at a price they can afford, improves health outcomes, reduces impacts on other government services, and increases overall productivity both at an individual and state level.

However, evidence shows us that the housing system is currently not working for many, including the thousands of low income households living in rental stress, and those who are homeless or living in marginal housing.

Now is the time to overhaul how we approach housing, and lead the way with a new and innovative plan for the entire housing ecosystem – from homelessness, to social housing, to the private market.

This strategy is all about opportunities and is just the start of the conversation. The Strategy encourages stronger partnerships, collaboration, innovation and co-investment to build the capacity and capability of providers. It also re-defines relationships with customers to better meet individual housing and support needs.

Only with genuine collaboration can we create real change for our housing system, enabling lasting outcomes for customers where housing aspirations are met. Together with our partners in industry, the sector and across government, we embark on this journey to hit the reset button and design and deliver a new housing future in South Australia.

*Michelle Lensink*

Michelle Lensink MLC  
Minister for Human Services

OUR HOUSING FUTURE 2020 - 2030 5









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OUR HOUSING FUTURE 2020 - 2030 **7**



## CREATING CONDITIONS FOR CHANGE

*Our Housing Future 2020–2030 is South Australia's housing, homelessness and support strategy. The Strategy will redefine and reform the housing system in South Australia over the next 10 years.*

South Australia is poised to experience significant economic growth as it continues its transition from traditional manufacturing to emerging industries. A state rich in entrepreneurship, internationally known as Australia's defence hub and a leading premium food and agricultural exporter, South Australia is fast cementing its position as a national and world leader in a modern economy.

Central to this economic growth and transformation is housing. While traditionally considered a key component of social policy, housing's importance to successful economic policy is becoming more and more evident. Its significant role in creating healthy, strong and cohesive communities is increasingly being linked to the economic wellbeing of individuals and state.

Put simply, if we want more young people to choose Adelaide as a great place to build careers and start a family, we need a good supply of affordable housing options. If we want more investors to invest in our state and build creative housing solutions, we need a well-functioning housing market that offers new opportunities. If we want our most vulnerable citizens to achieve improved economic and life outcomes, we need targeted responses that stop the cycling of people through homelessness and increase their access to stable housing.

To do this, fresh thinking is required. While not losing sight of the things we know we do well, we need to reflect on how South Australians want to be housed into the future. We need to consider a variety of solutions that meet a range of housing needs; solutions that are accessible, affordable and appropriate for all income levels,

all ages, all circumstances – solutions that help people move along the housing continuum, and where possible, realise the dream of owning a home. We also need to consider how we improve and better maintain the social housing we currently have and ensure support services are person-centred and outcomes-driven.

The Strategy is a long-term blueprint that not only shows what needs to be achieved, but that it can be achieved if we work together. Shaped by extensive research and broad engagement with the housing industry, homelessness sector and people who have experienced the reality of not having a home, it shines a spotlight on the need to:

- Put the housing customer at the centre of decision-making, service provision and planning
- Build better and easier pathways for South Australians to access appropriate housing options
- Develop a more coordinated, transparent and efficient approach to housing and service provision across the housing continuum
- Improve the conditions for investors to invest in creative housing solutions across the housing spectrum
- Encourage new partnerships and collaborations where partners share a common vision and generate and share new ideas
- Focus efforts and resources on solutions that are strategic, adaptive and sustainable for generations to come.





**We all know that safe and appropriate housing is a fundamental human need, but for some, even in a modern and prosperous state such as South Australia, thousands of people remain in unsuitable accommodation and hundreds more have no roof over their heads.**

**Tens of thousands of households are struggling to pay rent and meet other basic living costs and this is placing pressure on families, communities and our services.**

Success cannot be achieved alone – it depends on the support and cooperation of all our partners. While government can create the conditions for change, we want our industry and not-for-profit partners to work with us to change the system and be part of the solution that drives new investment vehicles and new ideas along the housing continuum.

To drive partner and sector investment from not-for-profit and private industry into the state's housing future, the state government is directing more than half a billion dollars to 2030:

- More than **\$452 million** into new social and affordable housing supply
- **\$75 million** to start addressing the public housing capital maintenance backlog to 2030 and to improve sustainability and energy efficiency of public housing, where appropriate and possible
- **\$20 million** to support innovative housing trials where there are clear gaps in the system, with the aim of generating further investment through partnerships; and to reduce the reliance on emergency accommodation for people in need.

From 2021/22, an additional **\$5 million** to the Affordable Housing Fund over five years will provide for an additional 100 HomeStart Finance Starter Loans per annum to 2026.

Innovative partnerships with the sector are expected to result in a further **\$220 million** construction investment as part of Community Housing Asset and Investment Plans, which are planned to result in more than 1000 homes, of which 720 are projected to be retained as social and affordable housing. Further, a government-funded \$400,000 affordable community housing land tax exemption pilot will offer 100 supported opportunities in the private rental market over five years for eligible social housing customers, enabling participants to sustain independent living arrangements.

The actions outlined in this strategy do not try to resolve all the housing challenges or settle for a one-size-fits-all system. Rather, they seek to build the foundations for long-term, systemic change that will have far reaching impacts now and for future generations.

## WHAT IS A 'HOUSING ECOSYSTEM'?

South Australia's housing ecosystem is complex and is made up of many inter-related parts – each dependent upon the other. It covers all areas of housing, from crisis response, to social housing, private rental and home ownership.

By putting the customer at the centre and linking all the parts together, we'll be able to create pathways for people to better access and maintain appropriate housing.

Parts of our current housing ecosystem are not working well and need reform.



## The state government is committing:

More than **\$452 million** into new social and affordable housing supply

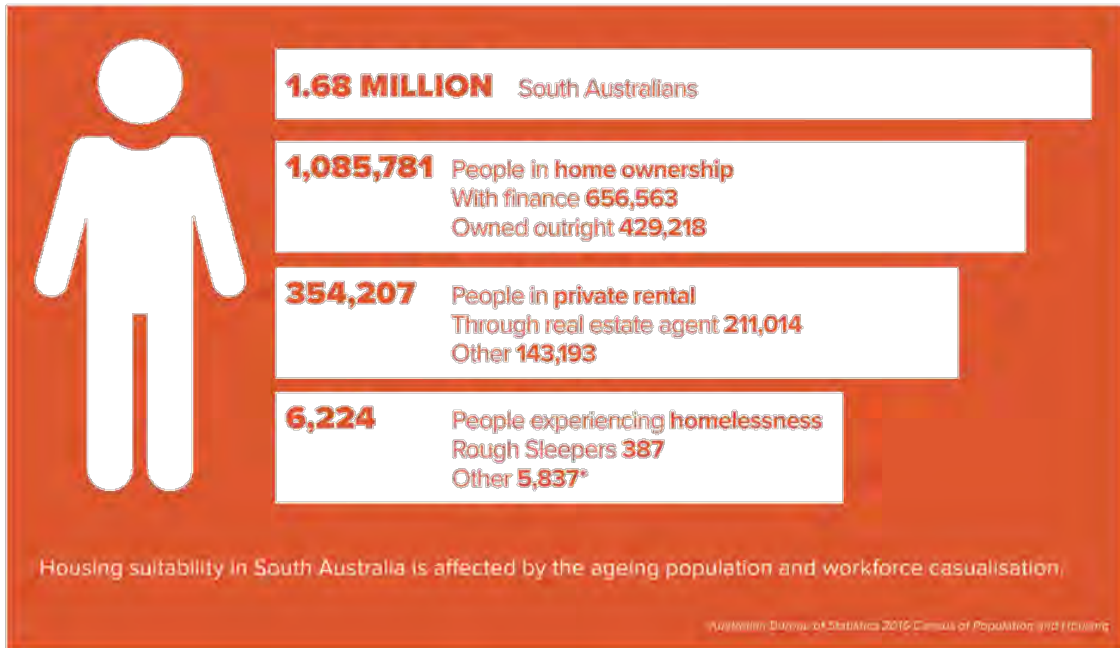
**\$75 million** to start addressing the public housing capital maintenance backlog

**\$20 million** to support innovative housing trials where there are clear gaps in the system, with the aim of generating further investment through partnerships




## THE NUMBERS

### PEOPLE



### HOUSING





# KEY STRATEGIES

To realise our vision for housing by 2030, five key strategies have been developed, each focussed on building a resilient, connected and sustainable housing system.

### OBJECTIVES OF THE STRATEGY ARE TO:

- Support well-located, appropriate housing supply
- Bolster economic growth through state population, productivity, employment and competitive advantage
- Attract private and partner investment to grow affordable housing
- Improve access to the right information and services at the right time to enable people to make their own housing decisions
- Support well-functioning and inclusive communities
- Identify and assist those in housing stress
- Prevent people from falling into homelessness and support those in crisis
- Improve the quality of services so customers have greater control and independence
- Encourage transition from a subsidy to an investment mindset for both the housing system and customer
- Provide greater independence and sustainable outcomes for people experiencing or at risk of homelessness.

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## STRATEGY 1

### Create conditions for a well-functioning housing market that meets the housing needs of all South Australians

A responsive and resilient housing market for South Australia will provide creative and flexible solutions and the right housing supply for our state's population needs. Creating an environment that can inspire housing innovation and adaptability is fundamental to ongoing growth and development.

The amount of housing in South Australia has generally been in line with population growth. However, there is a current lack of housing that is appropriate, affordable, safe, accessible, sustainable and secure for low-income households – especially smaller and low-maintenance dwellings, and those designed for lone person households, rural and regional workers and for older people wanting to downsize.

To boost supply into the future, we must attract investment back to the industry and create a progressive housing and planning environment. We need to look at housing as critical infrastructure that requires strategic long-term planning and coordination that will return maximum social, environmental and economic investment. Whether private or public, such investment must be sustainable and successfully generate more affordable and convenient housing opportunities for low to moderate income households – particularly near public transport, education, jobs and services.

#### WHO DOES THIS BENEFIT?

- Low to moderate income home buyers, including older and young people
- People living with a disability
- Residents in South Australia's regions
- All South Australians and all communities

## ACTIONS

<p><b>1.1</b> Recognising housing as essential to the social, economic and environmental infrastructure and is included in the 20-year State Infrastructure Strategy.</p>	<p>Coordinate sustainable social and affordable housing investment with other essential infrastructure investment to ensure housing initiatives are aligned with industry and regional growth.</p> <p><b>Led by Infrastructure SA   Timeframe: short-term</b></p>
<p><b>1.2</b> Creating an appropriate land supply pipeline and diversity of housing supply through a responsive planning and zoning system commencing with the introduction of the Planning and Design Code by 1 July 2020.</p>	<p>Establish a new Code to provide for an improved approach to housing policies and development.</p> <p>Introduce a new Housing Renewal module to the Planning and Design Code to guide housing renewal projects and create new affordable housing.</p> <p><b>Led by Department of Planning, Transport and Infrastructure and State Planning Commission   Timeframe: short-term</b></p>
<p><b>1.3</b> Establishing leadership and governance mechanisms to coordinate housing policy across local, state and federal governments.</p>	<p>Focus on long-term planning and delivery to support diverse and quality housing, sustainable communities, demand and supply, efficient investment, incentives for innovation.</p> <p><b>Led by local, state and federal government   Timeframe: short-term</b></p>
<p><b>1.4</b> Developing local/regional housing plans to respond to specific conditions and local demand.</p>	<p>Harness local knowledge and insights to help markets address the specific needs of communities.</p> <p><b>Led by local government   Timeframe: medium-term</b></p>
<p><b>1.5</b> Introducing universal design principles for most new public housing and encouraging it for affordable housing to improve lifespan and function of dwellings and support ageing in place.</p>	<p>Mandate sustainable housing design and environmental standards for a minimum of 75% of new public housing. Install solar panels on and install batteries in all new public housing, where appropriate, to continue to support South Australia's Virtual Power Plant.</p> <p><b>Led by community housing providers and SA Housing Authority   Timeframe: short-term</b></p>

## STRATEGY 2

### Reduce housing stress through 20,000 affordable housing solutions

An estimated 19,000 low income South Australian households are paying more than 50% of their household income on private rental costs. To relieve this stress, and to boost chances of more South Australians buying their own home, 20,000 affordable housing outcomes will be made available over the next 10 years.

This will require a commitment from all tiers of government, not-for-profit housing providers and the residential development industry to bring together the key elements required for success – financing, land and innovative affordable housing design options and solutions.

#### WHO DOES THIS BENEFIT?

- Low to moderate income earners.
- First home buyers
- Older people downsizing
- People living with a disability
- Those on the social housing register
- All South Australians and all communities

## ACTIONS

<b>2.1</b>	Delivering 1000 new affordable houses by 2025 for low and moderate-income households through a \$398.7 million Affordable Housing Initiative.	Create new options in the affordable housing market, design and locate housing for affordable living, and support job creation and economic growth. <b>Led by SA Housing Authority   Timeframe: medium-term</b>
<b>2.2</b>	Delivering new social, affordable and open market homes through a \$54 million neighbourhood renewal program over five years.	Increase amenity, supply and diversity of housing types and local tenant mix through renewal of locations with older, low-density public housing. <b>Led by SA Housing Authority   Timeframe: medium-term</b>
<b>2.3</b>	Reviewing and developing underutilised government, private and not-for-profit land to drive innovation and supply of new affordable housing outcomes.	Open up opportunities and showcase innovation in design, construction and financing through contributions of property through partnerships and utilising government land. <b>Led by Renewal SA   Timeframe: ongoing</b>
<b>2.4</b>	Building up to 1000 new social, affordable and market houses through the Community Housing Asset and Investment Plans.	Leverage the benefits of leasing 5000 properties from SA Housing Authority to stimulate the building of new homes by the community housing sector. <b>Led by community housing providers   Timeframe: long-term</b>
<b>2.5</b>	Delivering 5000 Affordable Housing outcomes through inclusionary, design and incentive provisions in the planning system, including the 15% Affordable Housing Policy.	Expand affordable housing by strengthening assessment processes, inclusionary zoning, and incentives to encourage sustainable supply. <b>Led by Department of Planning, Transport and Infrastructure and State Planning Commission   Timeframe: ongoing</b>
<b>2.6</b>	Encouraging new partnerships and investment through pilots and further development of innovative financing, planning and supply solutions including Build to Rent, innovative design, and shared equity products.	Expand choice and diversity by partnering with industry to pilot innovation in affordable housing, including for specific income and demographic groups. <b>Led by housing industry, SA Housing Authority and Homestart Finance   Timeframe: ongoing</b>
<b>2.7</b>	Continuing to support home ownership through 10,000 HomeStart Finance loans targeted to low and moderate income households and extending the HomeStart Starter Loan beyond June 2021 by an additional 100 new outcomes per year for five years.	Assist more people who qualify for a HomeStart Finance loan, meet the upfront costs of purchasing a home. <b>Led by HomeStart Finance   Timeframe: medium-term</b>
<b>2.8</b>	Provide 100 supported private rental opportunities over five years for eligible social housing customers.	Enable eligible social housing customers to sustain independent living arrangements through participation in an affordable community housing land tax exemption pilot to 2025. <b>Led by Revenue SA and SA Housing Authority   Timeframe: medium-term</b>



## STRATEGY 3

### Create housing pathways to enable people to access housing and services as their needs change

Clear access points and pathways will enable more people to easily connect with the services and products they need to achieve their short to long term housing needs and aspirations.

Key to this will be facilitating home ownership and/or private rental for those social housing tenants able to take up these opportunities, in turn opening up access to more people on the social housing register.

Currently, various parts of the ecosystem work in isolation, with limited transparency, or incentive to collaborate or innovate. Better integrating services and tailoring them to specific regional requirements will provide for a more streamlined customer experience, with clear pathways that match people's needs. People with lived experience, who are uniquely equipped to recommend service improvements can also play a much greater role in service design and delivery.

#### WHO DOES THIS BENEFIT?

- All South Australians accessing housing and support services
- Aboriginal and Torres Strait Islander people
- Older and younger people
- People living with a disability
- People with complex needs, including those exiting institutional care
- Social housing tenants who aspire to private rental and/or home ownership

## ACTIONS

<p><b>3.1</b> Examining <b>service hubs and integrated access models</b>, including the review, consolidation and modernisation of Housing SA offices.</p>	<p>Enable customers to easily find the right information and services, through adopting integrated service models and outlets and better utilising technology including online customer information portals. This will help improve data sharing, formal collaboration, coordinated triage, responsive service provision and role definition.</p> <p><b>Led by SA Housing Authority, relevant state government departments, and housing and homelessness providers   Timeframe: medium-term</b></p>
<p><b>3.2</b> Piloting new intensive <b>supported accommodation models</b> for customers requiring more support than social housing.</p>	<p>Explore new forms of supported accommodation to create safe and stable housing pathways for people with complex needs, but who are able to live in the community, with support.</p> <p><b>Led by SA Health and SA Housing Authority   Timeframe: medium-term</b></p>
<p><b>3.3</b> Supporting <b>shared leasing arrangements</b>, including for older and younger people across the housing market.</p>	<p>Provide an opportunity to utilise existing capacity, expand choice of living options, and develop new formal and informal support structures within the housing system.</p> <p><b>Led by SA Housing Authority   Timeframe: medium-term</b></p>
<p><b>3.4</b> Connecting social housing tenants with <b>National Disability Insurance Scheme and aged care benefits</b> they are eligible for.</p>	<p>Provide for more sustainable, independent tenancies by assisting social housing tenants to access additional support.</p> <p><b>Led by federal government   Timeframe: short-term</b></p>
<p><b>3.5</b> Improving service delivery by <b>incorporating lived experience</b>.</p>	<p>Enable continuous improvement and improved service responsiveness by embedding lived experience in the design and delivery of housing service.</p> <p><b>Led by housing and homelessness service providers   Timeframe: short-term</b></p>
<p><b>3.6</b> Enabling more low to moderate income households to buy a home by <b>improving the provision of grants and subsidies</b> and reducing financial barriers.</p>	<p>Unlock opportunities and investment in the state's housing market and create pathways to home ownership by supporting low to moderate income households buy their own home.</p> <p><b>Led by SA Housing Authority and Department of Treasury and Finance   Timeframe: medium-term</b></p>
<p><b>3.7</b> Bridging the gap between social housing and private rental and home ownership through <b>implementation of moderate income rent reforms</b> from 2021/22 and <b>removing policy disincentives to work</b> to encourage participation and independence.</p>	<p>Create a more equitable system with the private market through increasing rent to 30% of income for moderate income social housing tenants from 2021/22 in consultation with the housing sector. Support and reward workforce participation and financial autonomy.</p> <p><b>Led by SA Housing Authority   Timeframe: medium-term</b></p>
<p><b>3.8</b> Addressing the particular disadvantages faced by Aboriginal South Australians through the delivery of an <b>Aboriginal Housing Strategy</b>.</p>	<p>Develop the Aboriginal Housing Strategy in collaboration with Aboriginal communities around the state, looking at the full housing continuum: from crisis services and social housing to affordable housing options and home ownership.</p> <p><b>Led by SA Housing Authority and Aboriginal Advisory Committee   Timeframe: short-term</b></p>

## STRATEGY 4

### Prevent and reduce homelessness through targeted and tailored responses

While people in crisis will always be a focus of the social housing and homelessness sector, greater emphasis needs to be placed on early intervention and prevention. More people, across all ages and cultural backgrounds, need to be equipped with the skills, resilience and support to live independently, productively and to prevent them from falling into housing crisis.

The aim is to break the emotionally and financially draining cycle of chronic homelessness by providing Housing First approaches with targeted and tailored support that are based on outcomes, not outputs.

This is particularly critical for those experiencing domestic and family violence, who make up a third of homelessness clients and require a Safety First approach. Gaining a better understanding of the links between domestic violence and other factors such as race, drug and alcohol use, poverty, and mental health, will also allow us to better tackle homelessness.

The new Office for Homelessness Sector Integration will work closely with providers and stakeholders to drive these reforms across the state.

#### WHO DOES THIS BENEFIT?

- People who are homeless or at risk of homelessness
- People with unmet needs who repeatedly cycle through the system
- People exiting institutions into homelessness
- Women and children experiencing domestic and family violence

## ACTIONS

<b>4.1</b>	Transitioning to an <b>outcome-based service model</b> that invests in and rewards positive outcomes.	Realise benefits including better engagement, increased customer outcomes, more coherent services, greater cost-effectiveness, and evidence-informed use of public funds. <b>Led by Office for Homelessness Sector Integration   Timeframe: short-term</b>
<b>4.2</b>	Piloting homelessness prevention initiatives and new innovative housing models through a <b>\$20 million prevention fund</b> leveraging further investment through partnerships.	Reduce the need for emergency accommodation and transitional housing for people in need, through the establishment of a prevention fund. Trial new approaches, such as supported accommodation models, private rental head leases, budgeting and home living skills and micro loans, to reduce crisis demand. <b>Led by Office for Homelessness Sector Integration   Timeframe: ongoing</b>
<b>4.3</b>	Establishing the <b>Office for Homelessness Sector Integration</b> to reform the homelessness system.	Work with the sector to establish governance frameworks; improve connectivity, coordination and collaboration across the system and with other agencies; define roles and responsibilities, identify and implement system and service reform. <b>Led by Office for Homelessness Sector Integration   Timeframe: short-term</b>
<b>4.4</b>	Developing <b>targeted responses</b> for people who experience chronic homelessness who repeatedly cycle through the system.	Examine the Adelaide Zero Project findings and develop responses to be applied across other regions of South Australia. <b>Led by Office for Homelessness Sector Integration   Timeframe: ongoing</b>
<b>4.5</b>	Supporting <b>Safety First approaches</b> through tailored outcomes commencing with the introduction of the 40-bed program including perpetrator responses which provide options for women to remain in their own home when safe to do so.	Ensure that in cases of domestic and family violence, service responses to victims and perpetrators are holistic, collaborative and integrated. <b>Led by Office for Homelessness Sector Integration   Timeframe: ongoing</b>
<b>4.6</b>	Implementing <b>Housing First approaches</b> including rapid re-housing, growth of Social Impact Bonds and Pay by Results contracts.	Place people into housing first and connect support with housing outcomes. Social impact bonds and pay by results contracts are innovative, outcome-focussed mechanisms for achieving long-term results. <b>Led by Office for Homelessness Sector Integration   Timeframe: ongoing</b>



## STRATEGY 5

### Modernise the social housing system and reposition it for success

For more than a decade, social housing assets have declined and renewal has been insufficient, resulting in ageing homes that are more expensive to maintain and often not fit for purpose. At the same time, the tenant profile has changed, resulting in a mismatch between the houses available and tenants' needs. Financially the housing system has relied on asset sales, which is not sustainable over the long term. It is time to modernise the social housing system and develop and implement a new and sustainable multi-provider housing sector.

Where possible, tenants will be supported to transition towards self-sufficiency and independence, which in turn will allow more people to be assisted into tenancies, creating a much more equitable system. This support will be underpinned by initiatives such as increasing employment and training opportunities, reviewing eligibility and allocations, and providing clearer expectations for tenants including appropriate behaviour.

The strategic management of assets will also play a key role, with all levels of government working together with key stakeholders to deliver a more strategic approach. Industry development frameworks will ensure that organisations involved in the system have the necessary capabilities, connectivity and processes to deliver innovative and cost-effective social housing solutions.

#### WHO DOES THIS BENEFIT?

- Social housing tenants and providers
- Communities with high concentrations of social housing

## ACTIONS

<p><b>5.1</b> Investing \$75 million to start addressing the public housing capital maintenance backlog and to improve sustainability and energy efficiency of public housing, where possible.</p>	<p>Begin to address the maintenance backlog through targeted and preventative investment and divestment to improve the quality and life of public housing assets. <b>Led by SA Housing Authority   Timeframe: long-term</b></p>
<p><b>5.2</b> Reforming the operations of the social housing system, including implementing and reforming the Single Housing Register, reviewing eligibility and allocations policy, exploring points-based assessment and trialling choice-based letting and clear mutual obligations for successful tenancies.</p>	<p>Work in partnership with the community housing sector, customers and stakeholders to improve the performance of the social housing system through clear expectations, consistent policy and assisting people to the housing option that is most suited to their need. <b>Led by SA Housing Authority and community housing sector   Timeframe: short-term</b></p>
<p><b>5.3</b> Improving the sustainability of the social housing system through:</p> <ul style="list-style-type: none"> <li>- Addressing the financial sustainability of the system</li> <li>- The introduction of a system-wide strategic asset management approach including strategic asset disposal and investment</li> <li>- Developing a 10-year plan to optimise the efficient and effective management of social housing and to support the growth of community housing providers</li> <li>- Reviewing the functional responsibilities for housing policy, regulation and management to provide greater transparency and contestability.</li> </ul>	<p>Create long-term financial, asset, business and operational strategies to establish the framework required for a modern, effective and sustainable multi-provider system. <b>Led by state and federal government and community housing providers   Timeframe: short-term and ongoing</b></p>
<p><b>5.4</b> Delivering up to 1000 employment and training outcomes targeted to social housing tenants through social procurement and targeted employment programs delivered in partnership with Job Networks, not-for-profit, other government agencies and business.</p>	<p>Support social housing tenants and those on the housing register in their efforts to enter employment, opening up pathways to greater independence and transitioning to private rental or home ownership, and in turn increasing system capacity to assist those in greatest need. <b>Led by Department of Innovation and Skills and SA Housing Authority   Timeframe: long-term</b></p>
<p><b>5.5</b> Implementing Industry Development Frameworks that strengthen the multi-provider social housing sector as a key agent of change.</p>	<p>Build required capabilities and capacity, strengthen the industry for improved efficiency, increase resilience to change, and assist in better meeting future needs. <b>Led by community housing sector   Timeframe: short-medium-term</b></p>
<p><b>5.6</b> Implementing Unit Cost Modelling to provide transparency and accountability for government subsidy.</p>	<p>Improve understanding of program costs to support enhanced budgeting, decision making, program evaluation and sector benchmarking. <b>Led by SA Housing Authority   Timeframe: short-term</b></p>



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## STRATEGIC APPROACH

*In shifting the way we think about housing and related systems, there are fundamental changes required in the way we approach system design and implementation.*

### A PEOPLE-FIRST APPROACH

At the heart of each key strategic direction is a commitment to put the needs of customers first. This means providing the opportunity for people to be the architects of their own futures. People want greater control, choice and improved outcomes and opportunities. They want to be heard and involved in housing and support decisions.

People-first means assisting those in need, who are vulnerable or at risk, by providing a suitable and sustainable supply of social and supported housing and associated support where and when it is needed. Importantly, it enables opportunities for people to aspire and transition to other housing options. This includes ensuring that people do not become trapped in the system or cycle through services, but rather achieve housing outcomes and meet their housing goals.

### A FOCUS ON INNOVATION THROUGH COLLABORATION

Essential to the implementation of the Strategy is enabling a network of stakeholders, communities and government to come together in new and different ways to design new solutions. This may be formal governance structures, new partnerships and organisations or informal networks that can flexibly respond to changing needs, events and opportunities.

This needs to be supported by continued investment in data and research that is shared across the sector. It also means being innovative about who we partner with, exploring new avenues for collaboration, and working with businesses and organisations that may not have been involved before.

### CULTURAL INCLUSIVITY

This strategy aims to provide a housing and support system that benefits all, while recognising there are unique needs and specific challenges faced by Aboriginal and Torres Strait Islander people and those from culturally and linguistically diverse backgrounds.

The challenges of Aboriginal people – who are over-represented in the social housing, homelessness and support system, and who face additional housing barriers – will be further responded to in an Aboriginal Housing Strategy to be delivered by the end of 2020.

### RESILIENCE AND GROWTH

In future proofing our system, while recognising there are factors and circumstances beyond our control, this strategy will build the foundations for a strong housing market.

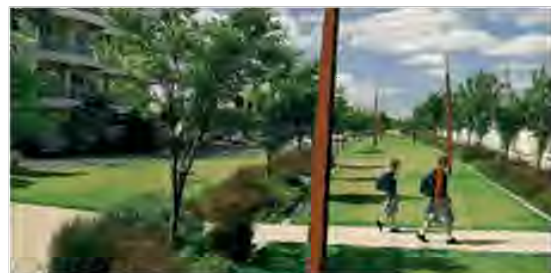
A sustainable, long-term strategy is one that successfully adapts to change and quickly responds to opportunity with flexibility.

By building a resilient system that is positioned for growth, we build resilient communities, customers and providers, that can respond to and learn from change and opportunity.

### ENVIRONMENTAL SUSTAINABILITY

The future of housing must address energy and water efficiency of South Australia overall at a macro level, and of our communities and households at a micro level.

Ensuring environmental sustainability measures are taken, where appropriate and possible, lowers costs of living for South Australians, creates greener communities, results in a more robust state-wide energy grid and attracts people to our state.





In working towards this vision, success will be measured by the following four key outcomes, which were developed in partnership with the Housing and Homelessness Taskforce – a group of key leaders from the housing and support sector and industry.

**CUSTOMER AT THE CENTRE**

Meeting the housing needs of customers and community to support life opportunity.

Customers should have easy access to affordable housing options that suit their needs. To build a system that is responsive to their needs, we need to listen to their experience of the housing system and embed their voices within the decision-making processes across the entire ecosystem.

**EFFECTIVE AND EFFICIENT INDUSTRY**

A high-performing sector and industry that delivers good customer outcomes.

To deliver good outcomes for customers within a complex and dynamic housing ecosystem, we need a high performing industry and sector that is committed to working together to improve housing outcomes for all South Australians. We need to ensure the future certainty and sustainability of the housing sector including the best use of subsidy that is targeted to those who need it most.

**MATCHING THE RIGHT SUPPLY TO DEMAND**

A well-functioning and resilient housing market that supports housing choice and supply.

A regulatory environment is needed that can inspire innovation in affordable housing supply and provide choice that meets the needs of different household types. We need private and not-for profit organisations that can attract private investment and work in a modern and progressive planning environment to boost the delivery of appropriate and affordable housing for South Australia.

**TARGETED SUPPORT**

People are supported out of crisis or homelessness to maintain and improve their housing outcomes.

We need to move away from reactively responding to crisis towards tailored and robust solutions that target early intervention and prevention. Service and supports must be provided in a manner that are outcome and people focused, incentive-based and which ensure people are supported into their own tenancies quickly and effectively. Sustaining them in that tenancy is also critical.

## WHERE TO FROM HERE?

To be sustainable and achieve the best outcomes for all stakeholders, it is critical that we are able to evolve and adapt to change as implementation progresses.

The following approaches will be developed over the next 12 months to ensure flexibility is built into the implementation process:

- **Housing supply and investment coordination** focusing on Strategy 1: housing market
- **Prevention Plan** focusing on Strategy 2: affordable housing
- **Integration Plan** focusing on Strategy 4: homelessness and support services
- **Modernisation Plan** focusing on Strategy 5: social housing

Each plan will respond to Strategy 3 to ensure a joined up system that enables pathways. Each of the key plans will require collaboration and contribution from all stakeholders across the housing sector.

An Aboriginal Housing Strategy will also be delivered by SA Housing Authority at the end 2020 to address the housing aspirations and challenges faced by Aboriginal and Torres Strait Islander people.

### ACCOUNTABILITY

The Strategy will be reviewed annually to ensure it is monitored, evaluated and adjusted as additional data becomes available and conditions change.

Key partners and stakeholders involved in the housing ecosystem will be part of the review process to ensure collaboration is occurring successfully and that expectations are being met.

Responsibilities of key partners in South Australia's housing ecosystem are listed below.

PARTNER	RESPONSIBILITY
<b>GOVERNMENT OF SOUTH AUSTRALIA</b>	<ul style="list-style-type: none"> <li>• Jointly funds and sets policy with the federal government to facilitate new supply and deliver housing and homelessness services</li> <li>• The collection of data from housing and homelessness providers</li> <li>• Manages land use, supply, development, urban planning and infrastructure policy, along with tenancy regulation and housing related taxes and charges</li> </ul>
<b>FEDERAL GOVERNMENT</b>	<ul style="list-style-type: none"> <li>• Jointly funds and sets policy with the Government of South Australia to facilitate new supply and deliver housing and homelessness services</li> <li>• Regulates income support, Commonwealth Rent Assistance and taxation</li> <li>• Provides aged care programs, including residential aged care</li> <li>• Manages the National Housing Finance and Investment Corporation</li> <li>• Administers the National Disability Insurance Scheme (NDIS)</li> <li>• Collects and publishes housing, homelessness and housing affordability data with a range of other entities</li> </ul>
<b>LOCAL GOVERNMENT</b>	<ul style="list-style-type: none"> <li>• Regulate statutory planning, development processes, building approvals, rates and charges and land use planning</li> </ul>
<b>COMMUNITY SECTOR</b> (including community housing providers, providers of supported accommodation and crisis shelters)	<ul style="list-style-type: none"> <li>• Provides social housing, specialist housing and homelessness support services</li> <li>• Delivers new social and affordable housing supply</li> </ul>
<b>BUILDING INDUSTRY</b> (including developers)	<ul style="list-style-type: none"> <li>• Delivers new social and affordable housing supply</li> <li>• Releases land and residential subdivisions</li> </ul>
<b>PRIVATE LANDLORDS/AGENTS</b>	<ul style="list-style-type: none"> <li>• Provide access into rental accommodation</li> <li>• Invests in development of new supply</li> </ul>
<b>ADVOCATES</b>	<ul style="list-style-type: none"> <li>• Advocate on behalf of those in need of housing and homelessness services</li> </ul>

Through transparent collaboration between the private, non-government and government sectors and the wider community, this Strategy is the response to the changing housing needs of South Australians over the next 10 years. While the systematic change will be implemented in the years to 2030, the effects will be enjoyed for generations of South Australians to come.





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Item 1.1.1 - Attachment 4 - South Australia's Housing and Homelessness Strategy



## HOW DO WE KNOW WHAT WE KNOW?

*The Strategy's approach is based firmly on evidence and rigorous, in-depth research.*

### 2018 SOUTH AUSTRALIAN HOUSING TRUST TRIENNIAL REVIEW

The 2018 South Australian Housing Trust Triennial Review highlighted the shortcomings of a broken system, and identified the need to support a modern multi-provider system that is transparent, integrated, sustainable and responsive to need.

Amongst other things, it found that:

- The profile of the social housing customer is changing with implications for support needs, revenue and ability to move into the private rental market
- Housing affordability for low income South Australians is decreasing
- Asset condition and suitability will require capital expenditure to meet tenants' needs
- Clear performance/accountability of frameworks have not been set
- Transparency of information is critical to ensure monitoring of performance.

### SOUTH AUSTRALIA'S SOCIAL HOUSING SNAPSHOT

#### PUBLIC HOUSING TENANTS

- 9%** Wages as primary income
- 78%** Single or single parent households
- 59%** Over 55 year olds
- 33%** Disability Support recipients

#### COMMUNITY HOUSING HEAD TENANTS

- 11%** Wages as primary income
- 71%** Single or single parent households
- 52%** Over 55 year olds
- 31%** Disability Support recipients

### AUSTRALIAN HOUSING AND URBAN RESEARCH INSTITUTE AUDIT OF CURRENT HOUSING ASSETS AND MAPPING OF FUTURE DEMAND, 2019

The government-commissioned Australian Housing and Urban Research Institute Audit of Current Housing Assets and Mapping of Future Demand provided an insight into the state's current housing assets, and likely future demand together with trends and challenges facing South Australia's housing system.

It found that while there were around 44,000 households in social housing in 2018, there were also 46,500 low income households in private rental stress (paying more than 30% of income on housing), including 19,000 households paying greater than 50% of household income on housing.

Trends in the wider market based on the 2006, 2011 and 2016 censuses saw more people renting privately, less social housing and cost of renting growing faster than the cost of owning a home.

### THE AUSTRALIAN CENTRE FOR SOCIAL INNOVATION SA HOUSING AND HOMELESSNESS STRATEGY REPORT

In-depth interviews were conducted with key stakeholders from across the housing and homelessness system by The Australian Centre for Social Innovation (TACSI) to explore opportunities for systemic change throughout the broader housing system in South Australia and the willingness and conditions for a cross-sector, collaborative approach to the Strategy.

Views were drawn from a diverse range of sectors including community housing, real estate and property management, advocacy, homelessness, local government, urban and property development, youth services, ageing, community services, and Aboriginal services and advocacy.

The report highlighted the following system challenges:

- Stagnation to fluidity
- Creating a market for outcomes
- Housing is treated as a commodity, not a right
- Increasing density, investing in amenity
- Renting is more complex than just the 'private' rental market
- Stopping the flow in, and enabling the flow out of crisis
- Diversity is what's missing in the SA housing and homelessness system.



## WHO DID WE TALK TO?

Getting to know people and their housing needs and aspirations is key to getting both services and housing stock right.

The Strategy was informed by engagement with lived experience across housing tenures, homelessness and support sectors. Workshop participants included those who are homeless or face homelessness, seniors, young people, survivors of domestic and family violence,

people with disabilities, Aboriginal and Torres Strait Islander people, and people living in private rental and social housing.

In addition, significant engagement occurred including across the state's regions, online platforms, industry, housing sector and community forums were held to identify and explore housing challenges and solutions.



## WHAT DID WE FIND?

The findings highlighted a number of key issues:

- The housing system can be difficult to navigate, frequently fails to understand the people it services, and often makes it difficult for them to make their own decisions.
- Social housing assistance is currently being targeted to a growing number of South Australians who are at risk and vulnerable.
- Costs of retaining and maintaining housing, and providing services to assist access to housing and sustain tenancy are climbing.
- Asset sales to alleviate these costs make the future unsustainable and financially impracticable.
- People experiencing homelessness and/or sleeping rough are not adequately engaged with homelessness services.
- A third of South Australians experiencing homelessness are displaced as a result of domestic or family violence.
- The system is fragmented and not outcomes-focused, even though there is genuine commitment from the homelessness and support sectors to work differently and collectively, to generate change, new thinking and produce better solutions for all.
- Incomes have not kept up with house price growth, leading to a greater reliance and competition for private rental; which is not always secure, is subject to price fluctuation and discriminates against lower income earners and particular demographics.
- Competition for affordable private rental is driving up costs and reducing overall affordability.





- Demand for crisis and short-term accommodation is often higher than supply. Use of emergency accommodation has escalated dramatically in recent years and is not an appropriate long-term solution.
- South Australians from culturally and linguistically diverse backgrounds, including Aboriginal and Torres Strait Islander people, face additional barriers to accessing emergency accommodation, long-term housing and support.
- Refugees and asylum seekers face further complications related to legal and language barriers that make it difficult to work and to use social services.
- Adelaide's median house price is more than six times the average annual income.
- The housing market is not always affordable for low-income households and those experiencing generational inequities.
- In some regional areas, very high home deposits of up to 50% are required, while accommodation for workers being brought into regions to work in local industry and older people seeking to downsize is often limited.



**KEY STRATEGIES**

**Time frame**

1. Create conditions for a well-functioning housing market that meets the housing needs of all South Australians			
ACTIONS	1.1	Recognising housing as essential to the social, economic and environmental infrastructure and is included in the 20-year State Infrastructure Strategy.	short
	1.2	Creating an appropriate land supply pipeline and diversity of housing supply through a responsive planning and zoning system commencing with the introduction of the Planning and Design Code by 1 July 2020.	short
	1.3	Establishing leadership and governance mechanisms to coordinate housing policy across local, state and federal governments.	short
	1.4	Developing local/regional housing plans to respond to specific conditions and local demand.	medium
	1.5	Introducing universal design principles for most new public housing and encouraging it for affordable housing to improve lifespan and function of dwellings and support ageing in place.	short
2. Reduce housing stress through 20,000 affordable housing solutions			
ACTIONS	2.1	Delivering 1000 new affordable houses by 2025 for low and moderate-income households through a \$398.7 million Affordable Housing Initiative.	medium
	2.2	Delivering new social, affordable and open market homes through a \$54 million neighbourhood renewal program over five years.	medium
	2.3	Reviewing and developing underutilised government, private and not-for-profit land to drive innovation and supply of new affordable housing outcomes.	ongoing
	2.4	Building up to 1000 new social, affordable and open market houses through Community Housing Asset and Investment Plans.	long
	2.5	Delivering 5000 Affordable Housing outcomes through inclusionary, design and incentive provisions in the planning system, including the 15% Affordable Housing Policy.	ongoing
	2.6	Encouraging new partnerships and investment through pilots and further development of innovative financing, planning and supply solutions including Build to Rent, innovative design, and shared equity products.	ongoing
	2.7	Continuing to support home ownership through 10,000 HomeStart Finance loans targeted to low and moderate income households and extending the HomeStart Starter Loan beyond June 2021 by an additional 100 new outcomes per year for five years.	medium
	2.8	Provide 100 supported private rental opportunities over five years for eligible social housing customers.	medium



3. Create housing pathways to enable people to access housing and services as their needs change			
ACTIONS	3.1	Examining service hubs and integrated access models, including the review, consolidation and modernisation of Housing SA offices.	medium
	3.2	Piloting new intensive supported accommodation models for customers requiring more support than social housing.	medium
	3.3	Supporting shared leasing arrangements, including for older and younger people across the housing market.	medium
	3.4	Connecting social housing tenants with National Disability Insurance Scheme and aged care benefits they are eligible for.	short
	3.5	Improving service delivery by incorporating lived experience.	short
	3.6	Enabling more low to moderate income households to buy a home by improving the provision of grants and subsidies and reducing financial barriers.	medium
	3.7	Bridging the gap between social housing and private rental and home ownership through implementation of moderate income rent reforms from 2021/22 and removing policy disincentives to work to encourage participation and independence.	medium
	3.8	Addressing the particular disadvantages faced by Aboriginal South Australians through the delivery of an Aboriginal Housing Strategy.	short
4. Prevent and reduce homelessness through targeted and tailored responses			
ACTIONS	4.1	Transitioning to an outcome-based service model that invests in and rewards positive outcomes.	short
	4.2	Piloting homelessness prevention initiatives and new innovative housing models through a \$20 million prevention fund leveraging further investment through partnerships.	ongoing
	4.3	Establishing the Office for Homelessness Sector Integration to reform the homelessness system.	short
	4.4	Developing targeted responses for people who experience chronic homelessness who repeatedly cycle through the system.	ongoing
	4.5	Supporting Safety First approaches through tailored outcomes commencing with the introduction of the 40-bed program including perpetrator responses which provide options for women to remain in their own home when safe to do so.	ongoing
	4.6	Implementing Housing First approaches including rapid re-housing, growth of Social Impact Bonds and Pay by Results contracts.	ongoing
5. Modernise the social housing system and reposition it for success			
ACTIONS	5.1	Investing \$75 million to start addressing the public housing capital maintenance backlog and to improve sustainability and energy efficiency of public housing, where possible.	long
	5.2	Reforming the operations of the social housing system, including implementing and reforming the Single Housing Register, reviewing eligibility and allocations policy, exploring points-based assessment and trialling choice-based letting and clear mutual obligations for successful tenancies.	short
	5.3	Improving the sustainability of the social housing system through: <ul style="list-style-type: none"> <li>• Addressing the financial sustainability of the system</li> <li>• The introduction of a system-wide strategic asset management approach including strategic asset disposal and investment</li> <li>• Developing a 10-year plan to optimise the efficient and effective management of social housing and to support the growth of community housing providers</li> <li>• Reviewing the functional responsibilities for housing policy, regulation and management to provide greater transparency and contestability.</li> </ul>	short and ongoing
	5.4	Delivering up to 1000 employment and training outcomes targeted to social housing tenants through social procurement and targeted employment programs delivered in partnership with Job Networks, not-for-profit, other government agencies and business.	long
	5.5	Implementing Industry Development Frameworks that strengthen the multi-provider social housing sector as a key agent of change.	short and medium
	5.6	Implementing Unit Cost Modelling to provide transparency and accountability for government subsidy.	short



**Item 1.1.1 - Attachment 4 - South Australia's Housing and Homelessness Strategy**

**MEDIA RELEASE**



Government of  
South Australia

## **Hon Michelle Lensink MLC**

Minister for Human Services

Friday 6 March 2020

### **Bold reform of homelessness system will improve outcomes for most vulnerable**

The Liberal Government is embarking on long overdue and much-needed reform of the state's homelessness system, with the aim of reducing homelessness.

Over the next 12 months the government will consult and work with the specialist homelessness sector to design a new system that will better meet the needs of South Australians experiencing homelessness.

The reform aims to better provide service to:

- Prevent people from falling into homelessness
- Ensure people get the right support they need, when they need it
- Rapidly rehouse people into safe, stable and long-term housing so they don't cycle in and out of homelessness

The reform will focus on prevention and early intervention to break the cycle of homelessness, with the first stage of reform establishing a new consolidated advisory and advocacy service and a tender for the new service will be out this month.

To enable further reform, specialist homelessness providers will be given 12-month contracts to allow adequate time for engagement and consultation.

***In 2020-21, a total of \$71.5 million will be committed to specialised homelessness services this financial year, up from \$67.9 million the previous year.***

In addition to this funding, the Marshall Liberal Government released its new \$550 million housing and homelessness strategy *Our Housing Future 2020-30*, which includes an additional \$20 million injection towards a new Homelessness Prevention Fund.

Minister for Human Services Michelle Lensink said it was time to reform the state's homelessness system and to be more innovative in how we deliver services.

"For too long, we have focused on the crisis end and people spend years and years cycling in and out of homelessness – our ultimate aim is to get people off the streets for good," said Minister Lensink.

"This is an exciting opportunity for service providers to help redesign the system and put forward creative ideas so we can better meet the needs of our most vulnerable.



## MEDIA RELEASE



Government of  
South Australia

“Currently, we have a system that is outdated, expensive and does not achieve real outcomes for South Australians who are homeless or at risk of becoming homeless.

“South Australia’s homelessness system has not been updated or refreshed for more than a decade and people who have used these services say the system is not working for them.

“It will be important that the new system provides supports that are streamlined, better coordinated and tailored to individual needs so that more people can get safe and stable accommodation and keep it.”

The newly created Office for the Homelessness Sector Integration, led by Ian Cox, will work closely with providers and stakeholders to drive the reform process.

Mr Cox said he was looking forward to working with the sector in the reform process.

“We’re looking forward to working with the sector in the reform process to shape a system that will better respond to the complex needs of our most vulnerable South Australians,” said Mr Cox.

“As part of the reform process, we will maintain existing services but provide the sector with the opportunity to work together over the next 12 months on new innovative ways to deliver services to shift the emphasis to prevention and early intervention.”

**INFORMATION  
ONLY  
ITEM**

1.1.2

**POLICY AND PLANNING COMMITTEE**

**DATE**

20 April 2020

**HEADING**

Salisbury Community Hub - Update - Future Service Demands

**AUTHOR**

Julie Kushnir, Manager Community Experience &amp; Relationships, Business Excellence

**CITY PLAN LINKS**

3.2 Have interesting places where people want to be.  
4.4 Embed long term thinking, planning and innovation across the organisation.  
4.2 Develop strong capability and commitment to continually improve Council's performance.

**SUMMARY**

The Salisbury Community Hub is a significant strategic project that redefines how we provide services and interact with our community, while also contributing towards the delivery of Council's endorsed Salisbury City Centre renewal agenda.

A previous resolution of Council requested that a report be presented in April 2020, highlighting the ongoing demand for Library and Customer Relations services and any other demand for other Council services to be delivered outside of Council core hours.

This report is providing Council with an update on this work as due to COVID-19 the ability to provide the required information has not been possible and also the clarity of when normal services will recommence.

**RECOMMENDATION**

1. That the information be received.
2. That administration provides an update report by December 2020 on the status of assessing any future service demands at the Salisbury Community Hub and implications.

**ATTACHMENTS**

There are no attachments to this report.

**1. BACKGROUND**

- 1.1 The Policy and Planning Committee Resolution of 26 August 2019 supported the increase of Library Service hours for the period 8.30am – 9.30am Monday to Friday, with the increase in costs of approximately \$140,000 to be funded through existing Salary and Wages provision for 2019/20.

- 1.2 The Resolution also identified that a report be brought back as part of the 2020/21 budget process to consider any future funding and service level changes (ongoing) in April 2020.
- 1.3 Since the opening of the Salisbury Community Hub on 30 November, 2019, a new integrated community experience operating model has been employed, where frontline staff (predominantly customer service and library services) have been aligned to deliver an enhanced integrated community experience, through a concierge model to resolve the majority of queries at first point of contact.
- 1.4 Further potential to align our ability in delivering an exceptional community experience, suggested that our services be made available to the community member when they want to access them.

## **2. CONSULTATION / COMMUNICATION**

### **2.1 Internal**

- 2.1.1 Manager Community Capacity & Learning
- 2.1.2 Team Leader Customer Relations

## **3. REPORT**

- 3.1 To date, the Salisbury Community Hub and its services have been open almost 5 months, with the outbreak of the COVID-19 pandemic impacting on how services are delivered through the Salisbury Community Hub.
- 3.2 To date, it has been difficult to anticipate appropriate ongoing staff levels as the period of the closure is unknown, and how services may be delivered.
- 3.3 It would be appropriate to revisit the request for ongoing services and supporting resourcing following return to a more normal service to clarify demand and desire for services within what could be described as “the new norm”.
- 3.4 Additionally impacting the ability to fully address the resolution was the delay in delivering a number of components of the new integrated community experience model. Technology innovations such as a customer queueing system, the use of I pads at first contact point (to gather survey information for example) and the delayed practical completion of operational needs such as customer pods to provide the community experience had all been delayed and as such, had an impact.
- 3.5 Anecdotally, what we do know is that whilst the appetite for increased Library Service hours has been welcomed and adopted by our community, the desire for increased functions, such as planning staff being available outside of core operating hours has been minimal.
- 3.6 Overall, since opening in November 2019 until March 18, 2020, Salisbury Community Hub has recorded a 34% increase in visitation with an overall total of 106,325, compared to visitation at Len Beadell Library for the same period. In addition there has been a recorded uplift of 266.6% of available Council led training and programs with a 480% increase in community participation.

**4. CONCLUSION / PROPOSAL**

- 4.1 It is proposed that a more detailed report to support the resolution be brought back to the Policy and Planning Committee at the latest by December 2020, following the return to normal services, the timing of which is still unknown.

**CO-ORDINATION**

Officer: GMBE  
Date: 16.04.2020





<b>ITEM</b>	1.3.1		
	<b>POLICY AND PLANNING COMMITTEE</b>		
<b>DATE</b>	20 April 2020		
<b>PREV REFS</b>	Policy and Planning Committee	1.3.3	16/02/2015
	Policy and Planning Committee	1.3.1	16/03/2015
	Policy and Planning Committee	1.3.2	18/06/2018
	Policy and Planning Committee	1.3.1	20/08/2018
	Policy and Planning Committee	1.4.2	16/02/2009
	Policy and Planning Committee	1.5.4	19/09/2011
<b>HEADING</b>	Rural (Aircraft Noise) Direk Industry and Residential Interface DPA		
<b>AUTHOR</b>	Peter Jansen, Strategic Planner, City Development		
<b>CITY PLAN LINKS</b>	1.4 Have well planned urban growth that stimulates investment and facilitates greater housing and employment choice.		
<b>SUMMARY</b>	<p>This Development Plan Amendment (DPA) sought to rezone the Primary Production Zone to Employment Lands and realign the eastern boundary of the study area with the Residential Zone. Following submission of the draft DPA to the Minister for approval, Council was asked to investigate the impact of the DPA on nearby DPTI intersections. These investigations found that development resulting from the DPA would place additional pressures on the capacity of the intersections, noting they would need to be upgraded anyway.</p> <p>DPTI provided three options to progress the DPA. Of these options it is recommended that Council pursue a minor zone change to three properties only through the Planning and Design Code transition, subject to confirmation from DPTI and the State Planning Commission about acceptance. If Council wished to progress the DPA in its current form, this would require the establishment of an infrastructure scheme to identify and formalise funding arrangements. This is considered a difficult requirement to achieve (and could be very resource intensive) because of the multi- ownership and the lack of any demonstrated demand for the employment land in the study area. This is further compounded by the lack of a position from the State on the Federal Guideline “<i>Managing the Risk in Public Safety Zones at the Ends of Runways</i>” which may also have an impact on the DPA study area.</p>		

**RECOMMENDATION**

1. That Option 1 in the Policy and Planning Committee Agenda 20/4/20 Item 1.3.1 relating to the Rural (Aircraft Noise) Direk Industry and Residential Interface Development Plan Amendment be endorsed, subject to DPTI agreeing to hold the DPA open until confirmation is received about the inclusion of the minor zone changes as identified in the DPA to the cadastre of the properties at 16 Beadell Street, and 105 and 117 Bolivar Road in the Planning and Design Code (Phase 3 Urban Areas).

**ATTACHMENTS**

This document should be read in conjunction with the following attachments:

1. 2022 Edinburgh ANEF Overlay on Study Area
2. Edinburgh Public Safety Area options and DPA Area comparison
3. Intersections Requested to be Investigated by DPTI
4. GTA Traffic Study Conclusions
5. DPTI Preference Map

**1. BACKGROUND**

- 1.1 The Rural (Aircraft Noise) Direk Industry and Residential Interface Development Plan Amendment (DPA) was initiated in 2013 to rezone the Primary Production Zone in the study area to become an Urban Employment Zone, and create new housing development opportunities by adjusting the zone boundary along the eastern interface with the Residential Zone to follow the alignment of the Edinburgh Airfield 25 Australian Noise Exposure Forecast (ANEF) contour. (See Attachment 1 for ANEF overlay)
- 1.2 The rezoning sought to enable development of 113 hectares in Direk for industrial use, 2 hectares for residential development and 4.4 hectares for commercial development.
- 1.3 During the DPA process the Federal Government changed its position on the impact of airplane noise deemed acceptable for future housing from the 25 ANEF to the lesser noise level of 20 ANEF, and introduced a new draft Guideline "*Managing the Risk in Public Safety Zones at the Ends of Runways*" which impacted on Council consideration of the DPA, and resulted in changes to the intended zoning (refer Attachment 2 for overlay of different safety zone scenarios)
- 1.4 The DPA underwent Government Agency consultation (in 2014) and Public Consultation (in 2018). Council subsequently endorsed the draft DPA with some change as a result of submissions and submitted it to the Minister for Planning for approval in September 2018.
- 1.5 In February 2019 Council was advised by the Department of Planning Transport and Infrastructure that an additional traffic analysis was required, due to the length of time since the DPA inception.

## 2. CONSULTATION / COMMUNICATION

### 2.1 Internal

#### 2.1.1 City Infrastructure

### 2.2 External

#### 2.2.1 Department of Planning, Transport and Infrastructure – Planning & Land Use Services

#### 2.2.2 Department of Defence

## 3. REPORT

3.1 In February 2019 Council was advised by DPTI that an additional traffic analysis was required, due to the length of time since the DPA inception. This was to enable DPTI to identify the impacts of the DPA based on 2019 data on roads under its control.

3.2 Specifically DPTI requested assessment of six intersections (Refer Attachment 3) and their existing conditions, impacts of development arising from the rezoning if it proceeded, and assess B double vehicle movements and their resultant impact on intersection design.

3.3 This analysis was undertaken by GTA Traffic consultants and it identified the need to upgrade four intersections to enable movements for a 26.0 metre B-double, namely the intersections at Heaslip Road/Diment Road; Waterloo Corner Road/Hawker Road; Waterloo Corner Road/Helps Road; and Diment Road/Helps Road. The analysis also identified the six intersections that would operate well above the maximum practical degree of saturation and would subsequently warrant an upgrade.

Importantly, the assessment noted that due to the likely medium to long term timescale for development of much of the land in the DPA area that it is likely that many of the above intersections would require review and upgrade to accommodate background traffic growth and other developments outside the DPA anyway.

A summary of the findings is provided as Attachment 4.

3.4 Concurrent with this, Council was considering its position in relation to the draft Planning and Design Code. In relation to the subject land, Council sought to include the properties at 1 and 3 Wyatt Road Direk, and 16 Beadell Street Burton in the Residential Zone, and the minor adjustment of the zone boundaries at 105 and 117 Bolivar Road Burton. This reflected the intent of the Council-endorsed DPA directions as submitted to the Minister for Planning.

3.5 Discussions were held in February 2020 with DPTI on the traffic study findings. At those meetings staff highlighted the need that the intersections would require upgrades irrespective of the DPA process anyway due to the expected slow take up of the DPA rezoned industrial land.

DPTI also identified that whilst minor boundary changes (inserted into the DPA post-consultation) to reflect cadastre are likely to be supported, the area on Wyatt Road is likely to have potential impacts on and from the adjoining RAAF base and freight rail line that have not been investigated, and as such inclusion of this post consultation change is not supported at this time (refer Attachment 5).

3.6 Subsequently DPTI provided the following three options for Council to consider in order to progress the DPA.

1. **Option 1** is to:

- Progress through the Planning and Design Code Transition the adjustment of the Primary Production Zone and Residential Zone boundary at 16 Beadell Street, and 105 and 117 Bolivar Road as they are considered a minor adjustment to reflect the allotment cadastre.
- Delete the properties at 1 and 3 Wyatt Road from the re-zoning because they were not included in the Public Consultation version of the DPA but were included by Council as a result of submissions on the DPA. (Refer Attachment 4).
- Not progress the DPA any further than the above because there is insufficient identified demand to warrant further expenditure on road infrastructure, and of the unknown State direction on the National Airport Safeguarding Framework Guideline on Public Safety Zones. (The State Planning Commission has indicated that this will be considered in future updates to the Planning and Design Code).

2. **Option 2** is to amend the DPA to retain only the zone adjustment to 16 Beadell Street, 105 and 117 Bolivar Road on the basis that other areas (including Heynes Nursery) in the DPA may be impacted by future policy reviews in regard to the National Airports Safeguarding Framework, infrastructure upgrades and the need for further consultation. (Refer Attachment 4)

3. **Option 3** is to proceed with the DPA but provide further information on the traffic implication of the proposed Urban Employment Zone in order to enable further determination of possible funding mechanisms. Also further evidence of the suitability of the proposed Residential Zone realignment at 1 and 3 Wyatt Road is required, or be removed from the DPA.

3.7 Discussion

3.7.1 **Option 1 – Progress through Planning and Development Code**

- i. Council has already made a submission seeking the adjustment of the zone boundary for the properties at 16 Beadell St, 105 and 117 Bolivar Road on this matter in the Planning and Design Code transition. The properties at 1 and 3 Wyatt Road were also included in the submission on the Planning and Design Code.
- ii. The Planning and Design Code is now proposed for implementation in September 2020. Council has been seeking a position from the State Government on Public Safety Zones since their identification by the Federal Government, and has been frustrated with the lack of response or incorporation into the consultation release of the draft Planning and Design Code (Phase 3 Urban Areas). The State Planning Commission has identified aviation policy as a matter for further investigation and consultation with state and federal agencies for later incorporation into the Planning and Design Code.

- iii. The issue with this option is that it is uncertain as to what elements of Council's submission on the Planning and Design Code will be incorporated. In addition the long investment in time and resources by Council and the community will be diluted to result in only a minor adjustment to a zone boundary to follow cadastre lines, and the loss of potential employment lands linking to Greater Edinburgh Parks.
- iv. This option however is the most pragmatic to finalise the DPA, but based on the uncertainty of the acceptance of Council's submission to the Planning and Design Code by the State Planning Commission, it is considered that the DPA must be held open by DPTI until such time as confirmation of this option is provided to Council by DPTI.

3.7.2 **Option 2 – Amend DPA to only retain the residential elements (minus Wyatt Road)**

- i. Removes the original intention of the DPA to investigate employment land potential and incorporate revised aviation policy, leaving only the residential zone realignment along cadastre boundaries. This would require additional work to prepare the amended DPA and mapping and endorsement of Council with necessary documentation as required in accordance with the DPA legislation.
- ii. Advice has not been forthcoming from DPTI in time for this report as to whether the amended DPA would require fresh consultation processes. Practice in the past has been that a change of this level is significant and would require fresh consultation,
- iii. DPTI has a timeline to progress DPAs with the Planning and Design Code transition. It is seeking to resolve current DPAs by the end of May 2020 for incorporation in the Code.
- iv. It is therefore recommended that this Option not be pursued.

3.7.3 **Option 3 – Continue with further investigations including identification of funding mechanisms**

- i. This option requires additional justification and detailing of works to improve the DPTI road intersections and will include negotiation with DPTI (and potentially property owners) on how such works are to be funded.
- ii. This requirement was not an investigation issue when the DPA was initiated. The new Planning, Development and Infrastructure Act 2016 enables the use of Infrastructure Schemes which are intended to provide more certainty as to required works, timing of delivery and commitments by multiple landowners and developers.



- iii. The Infrastructure Scheme would apply a once off charge on the land in the agreed area that is payable only when development occurs on the land.
- iv. Assuming it is justified to improve some or all of the DPTI identified intersections as a result of this DPA, it will be an expensive, difficult and lengthy process to reach agreement with all landowners and beneficiaries, and does not result in immediate intersection improvements (which are already required for some of the intersections anyway).
- v. Anticipated costs are difficult to quantify as it depends on the required designs for each intersection. As a guide, the council improvement to the Edinburgh and Helps Road intersection has a budget of \$450k. Costs could be expected to be much higher for each of the identified intersections.
- vi. The continued inclusion of the Wyatt Road properties would require additional studies such as acoustic suitability from the railway, housing yield potential, resultant traffic increases, and soil contamination history reports to satisfy DPTI in the DPA assessment.
- vii. If the Wyatt Road properties are excluded from the study as is DPTI preference, an amended DPA and documentation would be required.
- viii. A refreshed traffic impact analysis that could find a reduction in the traffic movements in the shorter term could be based on amending the DPA by the following:
  - 1. Removing the Heynes site at the corner of Waterloo Corner Road and Bolivar Road.
  - 2. Reduce the amount of proposed Employment Lands
- ix. This would require another traffic impact analysis, an amended DPA and consultation with Government Agencies and the public.
- x. This would delay finalisation of the DPA even further and would not provide any certainty in its outcomes and timing.
- xi. The focus of industrial land provision would need to be met through the supply of employment lands in the Greater Edinburgh Parks area, and the potential for a Stage 3 Greater Edinburgh Parks release by the Minister after further Infrastructure Schemes are arranged, and the potential of the land west of Port Wakefield Road due to the new Northern Connector. These would provide future employment land opportunities at a regional level and may impact on the demand for employment land in the DPA study area. In addition the Vicinity Estate industrial area adjacent the DPA area has capacity for new industry.
- xii. The concurrent unknown State Government position on Public Safety Zones at the Ends of Runways further complicates a development outcome for the DPA study area.

- xiii. It is recommended that this Option not be pursued due to the level of resources and investment that would be required to progress the DPA.

#### **4. CONCLUSION / PROPOSAL**

- 4.1 It is considered that Option 1 is the most pragmatic and achievable response in this situation, provided that the DPA is held open by DPTI until such time as confirmation is received from DPTI about the inclusion of the minor zone change in the Planning and Design Code.
- 4.2 From a land use planning perspective Council originally initiated the DPA due to a need for more employment lands. Since its initiation in 2013 further land at Vicinity estate has become available and Edinburgh Parks still has available land. Council staff have also been receiving requests for employment lands to be made available along Port Wakefield Road – and these potentially provide a more attractive option for industrial rezoning at this point in time. Due to these circumstances, the need and demand for employment land within the DPA area is potentially not the same as it was in 2013. If the DPA was not to proceed and the land remains Primary Production, the Salisbury area would still have capacity for business seeking land zoned as employment land.
- 4.3 The new Planning and Design Code when gazetted provides opportunities for landowners to initiate DPAs directly with the Minister. This may be a future option for landowners seeking to pursue a rezoning exercise and undertake the required investigations and infrastructure cost modelling to establish infrastructure agreements.

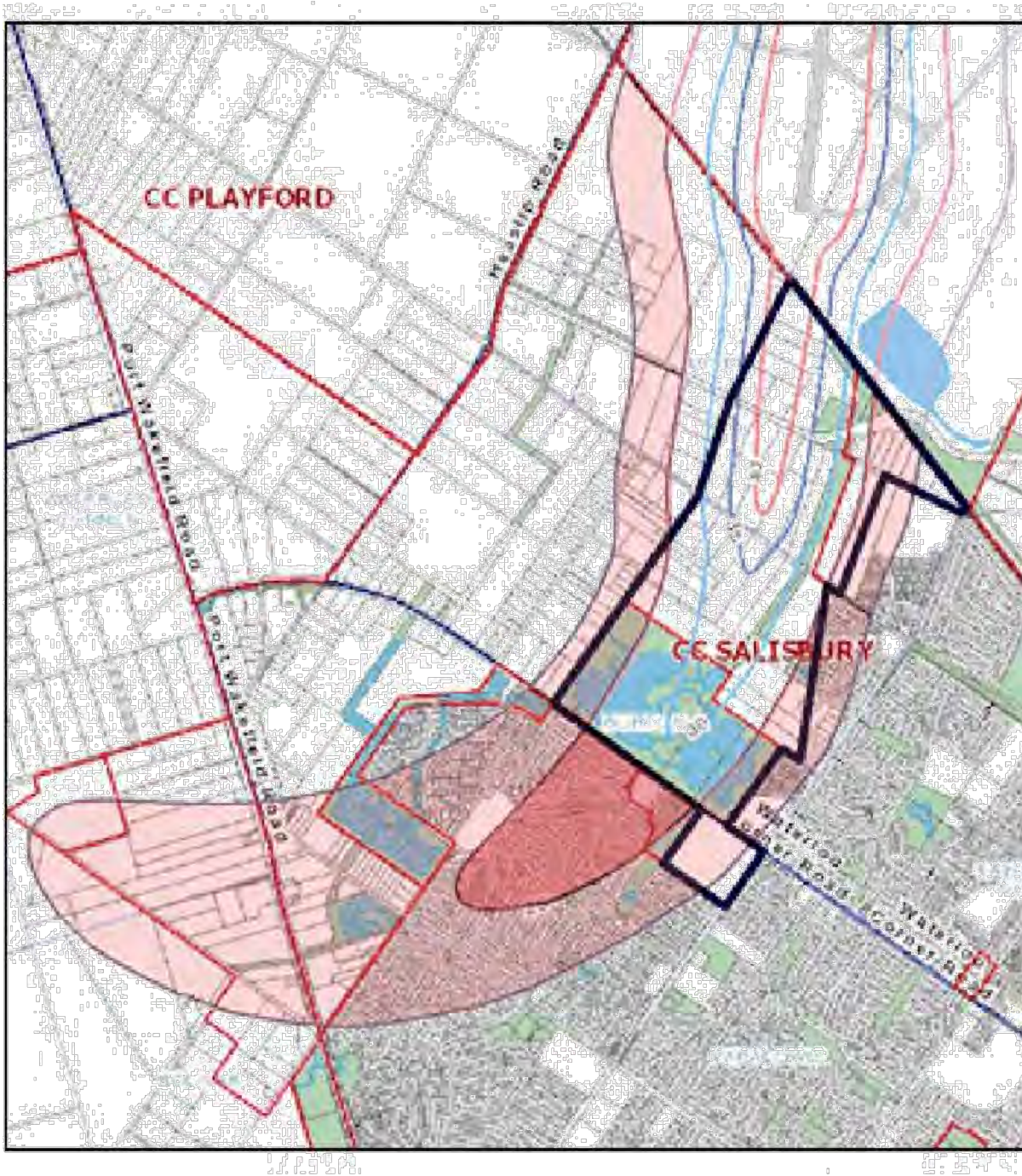
#### **CO-ORDINATION**

Officer: EXECUTIVE GROUP  
Date: 14/04/2020





**2022 Edinburgh ANEF Overlay on Study Area**  
Colour highlights of selected 20-25 ANEF and 25-30 ANEF

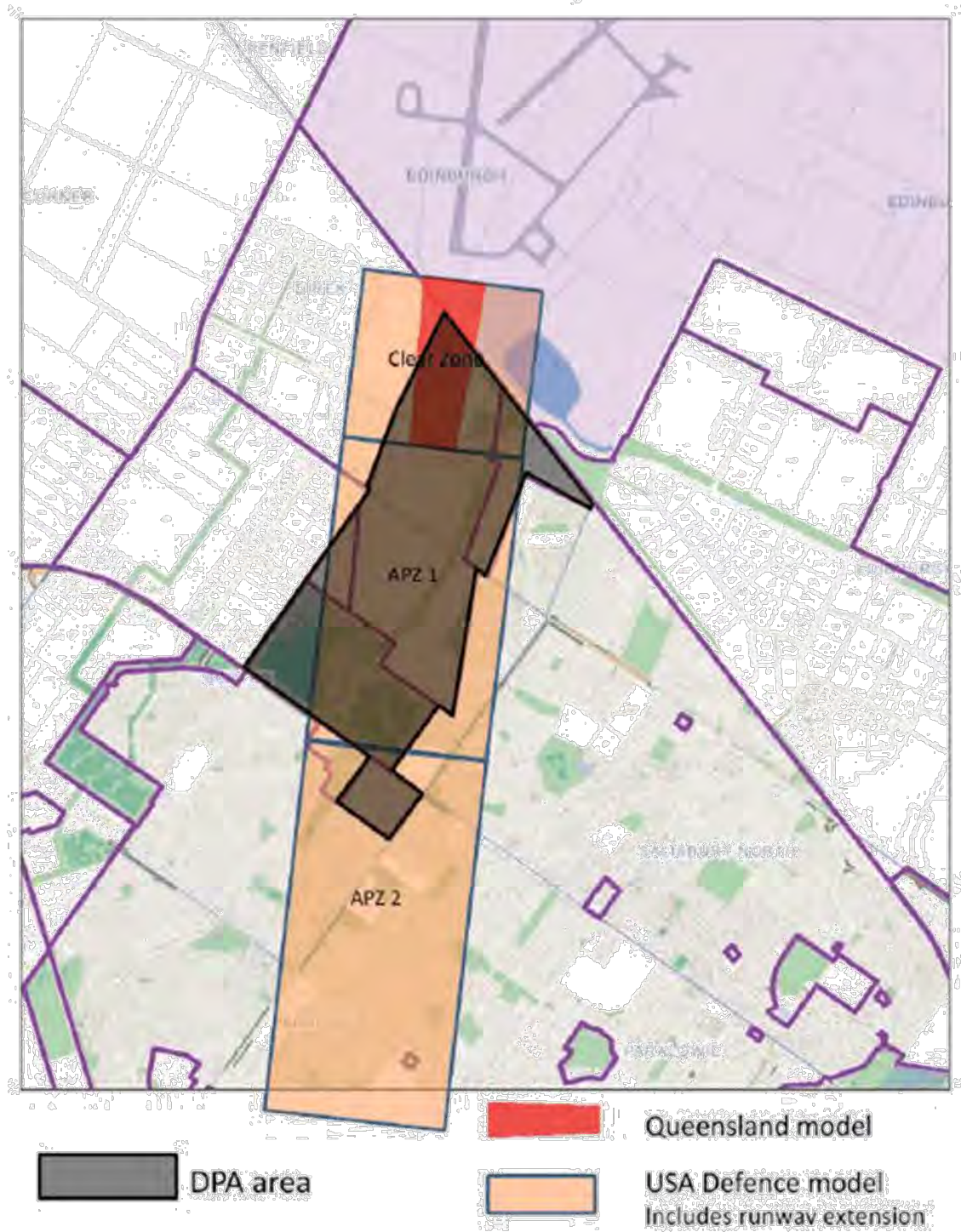


Item 1.3.1 - Attachment 1 - 2022 Edinburgh ANEF Overlay on Study Area





### RAAF Edinburgh Public Safety Area and DPA Area comparison



Item 1.3.1 - Attachment 2 - Edinburgh Public Safety Area options and DPA Area comparison





### DPTI Intersections



Item 1.3.1 - Attachment 3 - Intersections Requested to be Investigated by DPTI



## CONCLUSION

### 6.1. Conclusion

Based on the analysis for each of the intersections considered within this report, the following conclusions are made for the proposed intersections within the Direk DPA Precinct:

- Heaslip Road / Edinburgh Road
- Heaslip Road / Diment Road
- Heaslip Road / Waterloo Corner Road
- Waterloo Corner Road / Hawker Road
- Waterloo Corner Road / Helps Road
- Waterloo Corner Road / Bolivar Road

Each of the intersections have been modelled for intersection performance under existing conditions for the AM and PM peak hour periods. Subsequent to this, the estimated development traffic likely to be generated onto the road network have been applied to the existing volumes to see how the intersection following full development.

#### 6.1.1. Existing Conditions

Typically all the intersections operate to within their respective maximum practical degree of saturation in accordance with the Traffic Modelling Guidelines – SIDRA Intersection 7. It was noted the Heaslip Road / Edinburgh Road intersection operated marginally above the maximum practical degree of saturation. However, this was due to the difficulty to turn right from Edinburgh Road onto Heaslip Road.

#### 6.1.2. Heavy Vehicle Assessment

A heavy vehicle assessment for a 26.0 metre B-Double was conducted for the following intersections:

- Heaslip Road / Diment Road
- Waterloo Corner Road / Hawker Road
- Waterloo Corner Road / Helps Road
- Diment Road / Hawker Road
- Diment Road / Helps Road

All the intersections assessed with the exception of the Diment Road / Hawker Road are currently inadequate to accommodate a 26.0 metre B-Double, based on a high level review. A more detailed investigation would be required to confirm the exact scope and type of upgrade required.

#### 6.1.3. DPA Proposal

The DPA proposal will comprise development of 113 hectares in Direk for industrial use, 2 hectares for residential development and 4.4 hectares for commercial development.

In its entirety, the site could be expected to generate up to 2,552 and 3,774 trips during both AM and PM Peak Hours respectively. It is envisaged the DPA Proposal would yield an additional 28,992 trips over a daily period.



S173410 // 30/03/20  
Traffic Impact Assessment // Issue: A  
Direk Industrial Zoning, Development Plan  
Amendment

66

## CONCLUSION

### 6.1.4. Post Development

When adding the DPA development traffic from each of the sites, the turning movements at the intersections are expected to grow quite substantially compared with existing conditions (more than double in some instances). In many of the cases, this has caused one or more legs on the intersections to fail for each of the intersections. This is based on an assumption of no changes to the geometric configuration of the intersections. There would be a warrant to upgrade these intersection based on the Degree of Saturation, average delay and 95<sup>th</sup> percentile queue length outputted. In many cases the intersections are likely to fail in the near future due to natural background traffic growth, irrespective of the development.

However, the timing of implementation of the land included within this DPA is unknown, and in the case of some of the industrial sites, is likely to be longer term. Changing traffic conditions in the meantime from background traffic growth and other development outside the DPA area are likely to mean that improvements to some or all of the intersections will be required regardless of the development of the DPA land. Heaslip Road and Edinburgh Road already has a proposed roundabout upgrade identified.

## 6.2. Recommendations

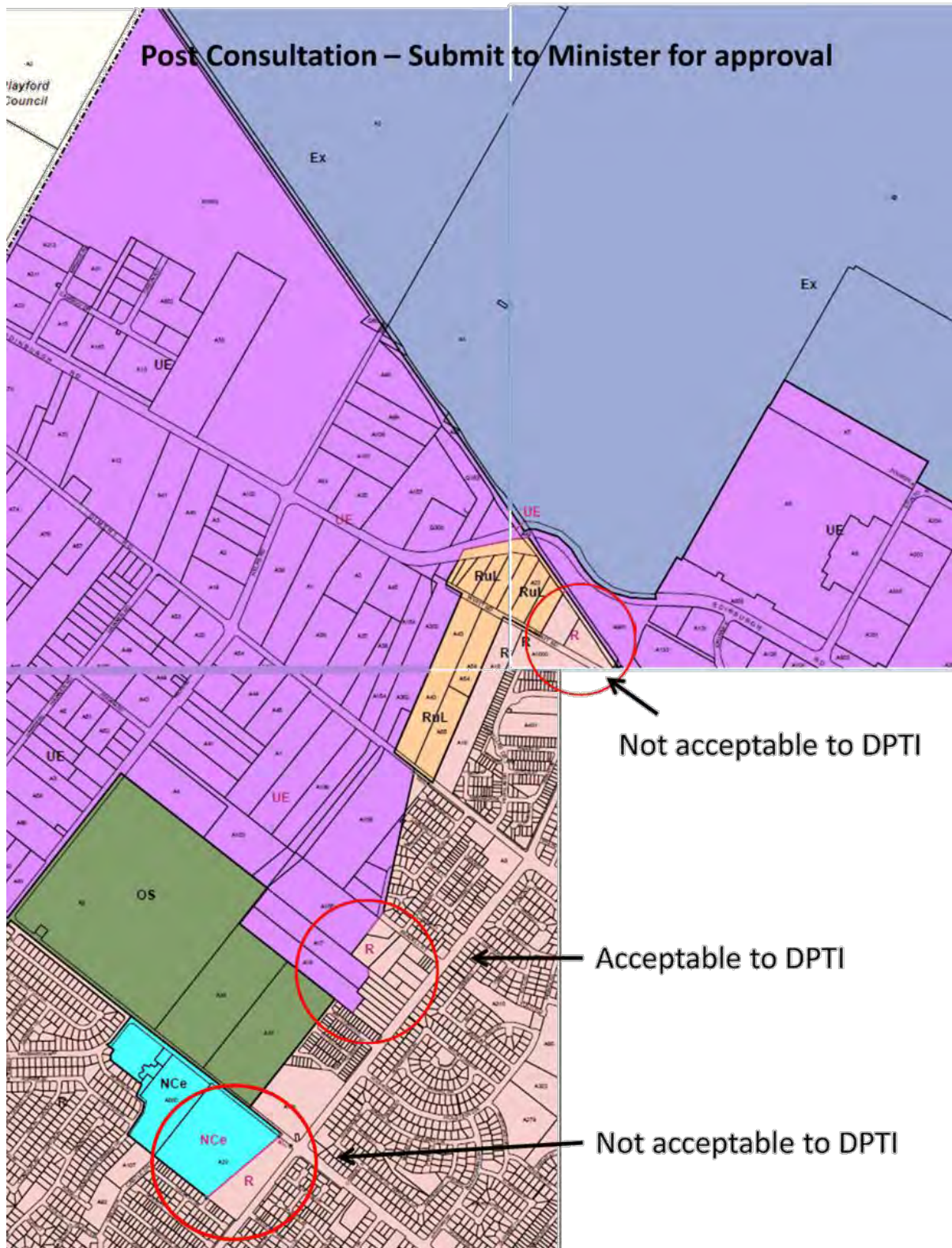
- Upgrades would be required to the following intersections to enable movements for a 26.0 metre B-Double:
  - Heaslip Road / Diment Road
  - Waterloo Corner Road / Hawker Road
  - Waterloo Corner Road / Helps Road
  - Diment Road / Helps Road
- The following intersections would operate well above the maximum practical degree of saturation and would subsequently warrant an upgrade:
  - Heaslip Road / Edinburgh Road
  - Heaslip Road / Diment Road
  - Heaslip Road / Waterloo Corner Road
  - Waterloo Corner Road / Hawker Road
  - Waterloo Corner Road / Helps Road
  - Waterloo Corner Road / Bolivar Road
- The likely medium to long term timescale for development of much of the land within the DPA area is likely to mean that many of the above intersections will require review and upgrade to accommodate background traffic growth and other development outside the DPA area in advance of significant development of the DPA land.



S173410 // 30/03/20  
 Traffic Impact Assessment // Issue: A  
 Direk Industrial Zoning, Development Plan  
 Amendment

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Item 1.3.1 - Attachment 5 - DPTI Preference Map



<b>ITEM</b>	1.7.1
	<b>POLICY AND PLANNING COMMITTEE</b>
<b>DATE</b>	20 April 2020
<b>PREV REFS</b>	Policy and Planning Committee      1.7.1      16/03/2020
<b>HEADING</b>	Draft City Plan 2035 Consultation
<b>AUTHOR</b>	Amanda Berry, Policy Planner, City Development
<b>CITY PLAN LINKS</b>	4.4 Embed long term thinking, planning and innovation across the organisation. 4.1 Strengthen partnerships that enable us to better address our community's priorities.
<b>SUMMARY</b>	Since Council endorsed the draft City Plan content for consultation at its meeting in March 2020, Australia's response to the Covid-19 situation has necessitated changes to the consultation process which was scheduled to occur in April. The purpose of this report is to provide Council with an update of the proposed consultation process and timing.

**RECOMMENDATION**

1. The consultation process for the draft City Plan be conducted online and run concurrently with consultation of the 2020/21 Annual Plan during May 2020.

**ATTACHMENTS**

There are no attachments to this report.

**1. BACKGROUND**

- 1.1 At its meeting in April 2020 Council endorsed the draft City Plan content for consultation purposes.
- 1.2 Within that report, it was identified that consultation was expected to commence in April 2020 and would include a combination of online engagement (survey), and community pop-up events to gather feedback from the community. Council resolved at its March 2020 meeting (in part) *Staff report back to the Policy and Planning Committee in June 2020 on the outcomes of public consultation for final approval of the new City Plan.*
- 1.3 Since the time that report was written there have been rapid and significant changes throughout Australia in response to Covid-19 that impact on public gatherings and face to face contact.

- 1.4 The Local Government Act enables Councils to review their Strategic Management Plans at any time, but it must complete a review within two years of a local government election (therefore required by November 2020). With regard to public consultation, it requires Councils to, at a minimum:
- Publish a notice in a newspaper circulating within the area of the council and on Council's website inviting interested persons to make submissions in relation to the matter.
  - Consultation must occur for a minimum of 21 days.
- 1.5 Typically the City of Salisbury has exceeded the minimum consultation requirements when consulting on its City Plan.
- 1.6 It is understood that several other metropolitan Adelaide Councils have delayed consultation of their strategic plans in response to Covid-19, and that at least one is intending to write to the Minister for Local Government seeking an extension of time to for completion of their Plan. The draft City of Salisbury City Plan is complete and ready for consultation, so the current issue for consideration by Council is the timing and method of consultation.

## **2. CONSULTATION / COMMUNICATION**

### **2.1 Internal**

- 2.1.1 Stage 1 engagement occurred during October and November 2019 and primarily focused on engaging with Elected Members, staff and key Council stakeholder groups (such as the Intercultural Community Alliance, Youth Council, Disability and Inclusion Network and Seniors Alliance) to understand their priorities.

### **2.2 External**

- 2.2.1 Stage 1 engagement included two 'pop up' community activities which sought to gain feedback from a sample of residents about their priorities. Whilst these events were small, with feedback from nearly 100 residents, the results were useful as outlined in paragraph 3.2 below.
- 2.2.2 The initial engagement with the community, Elected Members, interest groups and staff (outlined in section 2 above) provided an indication of directions and priorities that aligned with and generally confirmed the key themes that were identified in the 2018 Community Perception Survey, and were consistent with the feedback obtained from the extensive consultation process undertaken for the current City Plan. However the activities of Stage 1 engagement do not meet the expectations of the Local Government Act for the purposes of consultation as they did not include a public notice (which was always intended for Stage 2 activities).



### 3. REPORT

- 3.1 The Covid-19 situation has the potential to impact on the engagement process for the City Plan in several ways:
  - 3.1.1 Firstly, the limitations on public gatherings, and advisories for people to stay at home where possible, make elements of the original proposal such as community pop-ups, workshops and intercept surveys impractical to deliver. There is also a staff Work Health and Safety responsibility associated with face-to face consultation that needs to be managed.
  - 3.1.2 Secondly, the current focus within our community is on working through the dislocation and consequences of the Covid-19 response, and as such this may impact on willingness to participate in providing feedback on the draft City Plan.
  - 3.1.3 Finally, from a messaging perspective, engaging on a long term plan (even though it has immediate deliverables in it) may be at odds with community focus on the here and now.
- 3.2 The initial engagement with the community, Elected Members, interest groups and staff (outlined in section 2 above) provided an indication of directions and priorities that aligned with and generally confirmed the key themes that were identified in the 2018 Community Perception Survey, and were consistent with the feedback obtained from the extensive consultation process undertaken for the current City Plan. However the activities of Stage 1 engagement do not meet the expectations of the Local Government Act for the purposes of consultation as they did not include a public notice (which was always intended for Stage 2 activities).
- 3.3 Having had consideration to the above, and in order to meet the Local Government Act requirement to have the City Plan endorsed by November 2020, it is proposed that consultation will proceed in an on-line format, primarily by seeking feedback on the draft vision, directions and associated foundations and critical actions through a web-based survey. A hard copy of the survey can be made available if requested by residents.
- 3.4 Consultation is proposed to occur concurrently with consultation on the 20/21 Annual Plan and run between 6 May until 27 May.
- 3.5 Whilst this is a pared back approach to consultation, it will meet legislative requirements and enable timely completion of the City Plan review process.
- 3.6 Council maintains an option to engage with the community at any stage during the life of the City Plan, and it is suggested that an appropriate time to do this, if required, would be at the one year mark of the Plan's adoption (i.e. June 2021). This could be aligned to the monitoring and reporting cycle for the City Plan.
- 3.7 Should Council wish to change the emphasis of certain critical actions or insert additional actions as a result of decisions made in relation to Council's Covid-19 response, these can be considered in conjunction with consultation outcomes and incorporated into the final City Plan 2035 when the plan is considered by Council for adoption post-consultation in June 2020.

**4. CONCLUSION / PROPOSAL**

- 4.1 It is acknowledged that the changes to the consultation process and the current environment mean that the extent of community feedback is possibly going to be lower than it may have otherwise been, however this option enables the City Plan to progress in accordance with the timeframes established in the project brief endorsed by Council in July 2019 (which identified completion in June 2020), and meet Local Government Act requirements.
- 4.2 The documentation and commentary provided with the consultation materials will need to acknowledge the impact Covid-19 is having on our community and the potential for this to influence the nature of critical actions and associated timing.
- 4.3 Pending the extent of feedback that is received during consultation, a report summarising community feedback and a final City Plan document for Council's consideration is proposed to be presented in June 2020.

**CO-ORDINATION**

Officer: EXECUTIVE GROUP  
Date: 14/04/2020