



Cross Government Collaboration  
-an NGO perspective  
Ken Horsham

National Housing Conference  
Sydney 24 February 2008

# A case study

## ACT 2006 Affordable Housing Review

- Terms of reference
  - Identify supply initiatives
  - Identify the matters controlled by ACT influencing affordability
  - Consult, seek suggestions and initiatives
- Cross Government Working Party
  - CMD, Treasury, Planning, Land Development, Social Housing
  - Formal submissions
  - Discussion
  - Collaborative modeling of solutions with NGO

# 2007 Affordable Housing Action Plan

- Supply measures
  - Land supply increase aggregate
  - Land supply 15% affordable
  - Land marketing reform
  - Planning reform
  - Public housing supply increase
  - Private rental supply initiative
- Expanding housing suppliers
  - Community/affordable housing

# Affordable Housing Action Plan

- Demand initiatives
  - Conveyance charges
  - Settlement deferral
  - Stamp duty
  - Land rent
  - Shared equity products

# Other Related policy change

- AHAP developed in context of social housing reform
- Further targeting of social housing
- Creating transitions between housing systems
  - SAAP & public housing
  - Restructuring community housing
- New role for CHC
  - Convert CHC to a development company
  - Restructuring relationships with tenancy managers

# NGO contribution to AHAP

- Partnership model developed by CHC/Treasury/KPMG
  - Supported by Working Party – endorsed by Executive
- \$ 40m equity
  - transfer of title
- \$50m finance facility
  - variable rates, long term, interest deferral, deferred principal, revolving fund
- Capital injection
- Land tax & conveyance exemptions
- 10 year land supply agreement
  - greenfields & inner urban - market price

# Rental housing commitments

- Increase affordable rental housing supply
  - People in housing stress & not eligible for public housing
  - No recurrent funding – stamp duty, land tax exemptions
- Existing housing converts
  - income geared to affordable housing arrangements on vacancy
- New & existing dwellings
  - Capped at 74.9% of market rent for 5 years
  - Fixed term tenure & reviewed
- Target of 500 dwellings over 10 years

# Asset management

- Existing housing to be replaced in 7 years
  - Protect previous CSHA investment
  - Replace assets to better match housing need
  - Reduce maintenance & operational costs
  - Better use of assets & land bank
  - 10 -15 years target for asset replacement

# Homeownership program

- Affordable housing for moderate income buyers
  - Socially integrated mixed tenure developments
  - Diversify housing market products for sale to moderate income households
  - Introduce new financing products
  - Reinvest development margins in rental housing
  - Target of 220 dwellings in 5 years

# Performance management

- Integrated performance management system
- Loan agreement
  - sets conditions, review & evaluation
- Fixed and floating charge protects loans
  - Allows private borrowing
- Statement of Corporate Intent
  - Detailed 5 year rolling plan, performance indicators, financials, ratios
  - Establishes Performance Management framework to avoid duplication of regulation

# Implementation

- Chief Minister & Treasurer
- CMD Affordable Housing Unit
  - Deputy Chief Executive – leads implementation
- CHC/Line Agency implementation
  - Loan facility (Treasury)
  - Transfer of title (Commissioner for social housing)
  - Capital Injections (Commissioner social housing)
  - Land Supply (Land Development Agency)
  - Planning reform (Planning and Land Agency)

# Summary

- Affordability strategies require whole of government solutions
  - Central agency involvement critical
- NGO – foster the developing strengths
  - Build balance sheet, land supply arrangements
  - Grow technical capabilities
  - Facilitate innovation and integrated approaches
- Develop the partnership models