



# Housing Tasmania Strategic Plan 2012-2017

Department of Health and Human Services

Housing Tasmania

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*We have a vision of providing quality affordable homes for all Tasmanians.*

*We are connecting Tasmanians in need with housing solutions.*

*We are Housing Tasmania.*



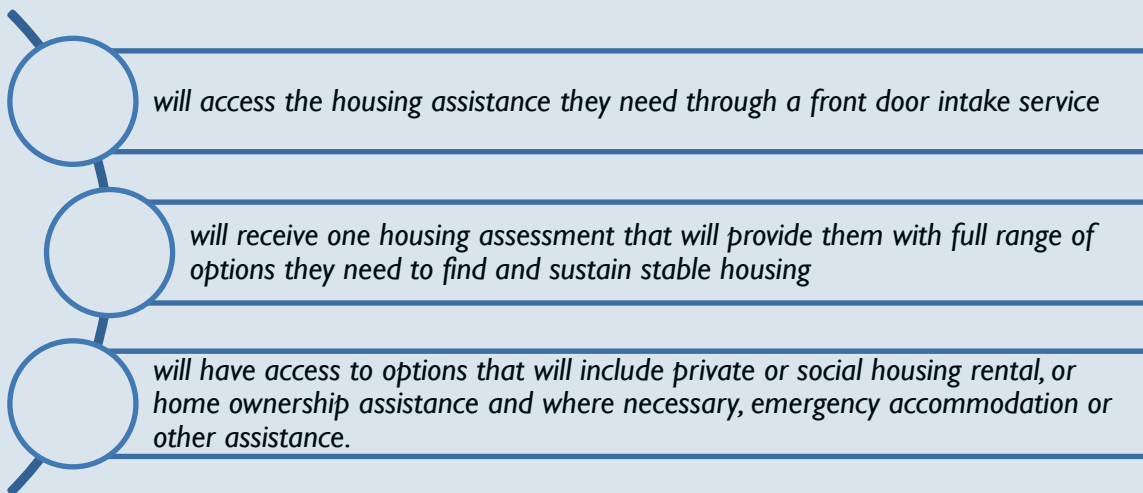
Thyne House, Supported Accommodation Facility, Northern Tasmania

# I Introduction

This Strategic Plan describes the direction that Housing Tasmania will take to create a sustainable affordable housing system in Tasmania over the next five years.

Over this time, Housing Tasmania will work with our partners to transform the affordable housing system so that it provides integrated access to housing and support options to Tasmanians in need, for the duration of their need.

By 2017, Tasmanians on a low to moderate income who have the greatest housing need:



A critical element of our sustainable affordable housing system will be the transformation of Housing Tasmania from essentially the only social housing provider in Tasmania, to being one of three or four major providers working within a total affordable housing system.

Housing Tasmania's three main functions into the future are to:

1. design and manage the affordable housing system to improve client access
2. identify and address key areas of need by prioritising resources to service providers, and
3. provide approximately 8 000 social housing dwellings for households in need.

## 2 Our Vision Statement

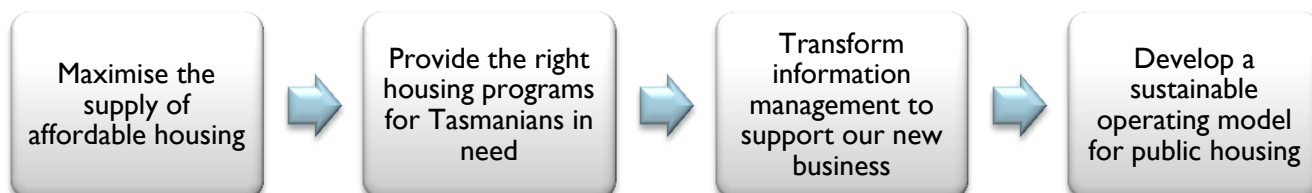
Quality affordable homes for all Tasmanians

## 3 Our Mission Statement

Connecting Tasmanians in need with housing solutions

## 4 Goals

Four key goals have been identified for Housing Tasmania to aspire to over the duration of this plan. These goals will direct the application of our resources and assist in prioritising what we do and how we do it.



### 4.1 Maximise the supply of affordable housing

This goal places an onus on Housing Tasmania to use our resources including our assets to maximise the supply of affordable housing that best meets the needs of Tasmanians. We will take a lateral and creative approach to identifying the range of solutions, some of which will be asset based, that exist to enhance the supply of affordable housing.

We will do this by:

- property and tenancy management transfer
- grant funding
- financial assistance measures
- managing our own portfolio to the best of our ability
- working in partnership with external providers to secure funding to support supply

### 4.2 Provide the right housing programs for Tasmanians in need

Public housing is no longer government's primary method of providing long term housing. Housing assistance will better target a range of client needs. Sometimes this will be a 'bricks and mortar' response but it will also include financial assistance, support, and referral. The affordable housing system will match clients with the appropriate solution that assists them for the duration of their need. We will do this through partnerships with the community and private sectors and by establishing an integrated affordable housing system.

### 4.3 Transform information management to support our new business

Information exists to assist us understand how best we can provide assistance to those who need it and to show us how well we are providing this assistance.

We need good information management to:

- do what is best for our clients
- ensure service providers are effective and efficient
- manage our resources and
- report to stakeholders on our activities.

With the increasing number of housing organisations, greater emphasis will be placed on system integration and data exchange. We will do this by ensuring that our information is accurate, consistent and accessible.

### 4.4 Develop a sustainable operating model for public housing

Over the past 20 years, the funding sources available to Housing Tasmania have not kept pace with its costs, an issue that is not limited to the Tasmanian context. We will continue to target housing assistance to those with greatest need. At the same time, this has reduced potential revenues and subsequently reduces the ability to properly maintain and align the portfolio to meet changing needs. This has resulted in an ageing of the portfolio, an increase in the level of deferred maintenance, and a misalignment between the portfolio mix and demand. Stock has been sold to fund recurrent operations, thus resulting in fewer social housing dwellings being available for clients.

This plan establishes a goal to develop a sustainable public housing model based around the management of approximately 8 000 dwellings that will be largely dispersed around the state as significant stock holdings in broad acre estates are transferred to community housing management.

Achievement of this goal would result in a reduction in the deferred maintenance liability and an improvement in the alignment of stock to need. We will do this through better planning, a new operational structure and accessing a sustainable funding source.



Maroni Close units, Southern Tasmania

Photo: Architects designhaus

## 5 Our Context

Housing Tasmania's greatest challenge and greatest opportunity is to contribute to a socially just Tasmania through the provision of quality housing services to Tasmanians in greatest need. This means recognising shelter as an essential human right and government's role in providing a safety net to those most in need. This role is often provided in the context of public resistance to mixed tenured communities and heightened scrutiny of the value of public services. The provision of housing assistance and support provides an opportunity that assists stabilise the lives of people in need and acts as a platform for their re-entry into education, employment and community life.

The Tasmanian Budget has lost \$1.8 billion of expected GST and state tax revenue since the onset of the global financial crisis. The Tasmanian Government is committed to returning the State Budget to surplus so that they can continue to invest in jobs and services that ensure Tasmania is a great place to live and is socially inclusive. Comprehensive budget initiatives will continue to be implemented across the State Service to ensure that it is sustainable into the future.

Whilst housing reform has not been driven by these efficiency and effectiveness measures, it does complement them. Property and tenancy management transfer is a critical example of how we can maximise the value of our portfolio via access to Commonwealth Rent Assistance, taxation exemptions and private finance available to community housing providers. Strategies that move us towards greater sustainability will be the focus of our efforts as we move to our new role.

During this timeframe of our Strategic Plan we will be renegotiating our funding agreement with the Australian Government as the current National Affordable Housing Agreement comes to an end in 2013. Our strategies will include ensuring our funding, services and structure are sustainable and appropriate into the future.

Whilst we have experienced some reduction in public housing demand most likely related to an unprecedented investment in supply through Australian and Tasmanian government funding and flattening of the market, demand for housing assistance remains strong as evidenced by the public housing waiting list and turn-away rates from emergency accommodation.

We know that Tasmanian households are facing significant and growing pressures with the cost of living. Housing represents the single largest expenditure item in most households' budgets. We know that housing in Tasmania is cheaper when compared to other states and territories. At the same time, we have significant affordability issues because our incomes tend to be lower as evidenced by high levels of unemployment, disability and dependence on income support.

Our legacy issues of our ageing stock portfolio, a stock profile that does not meet our demographic needs which require smaller properties and greater disability modification and communities that have an overrepresentation of social housing will remain challenges for our new affordable housing system.

Our strategies will focus on providing assistance as efficiently and effectively as possible through new ways of delivering services that offer value for money and which maximise the use of our resources.

As we move to playing a smaller role in the overall affordable housing system we will reorientate our structure to better align with our new role.



Our strategies will focus on targeting our role more towards:

- the provision of direct services to those in greatest need
- a greater focus on monitoring performance, regulation and contract management
- tightening of our policy and planning on the sustainability of our portfolio of 8 000 properties.

## 6 Scope

Housing Tasmania’s Strategic Plan 2012-17 is the first step in providing a vision for the entire affordable housing system. Its preoccupation is on Housing Tasmania’s business.

The next step will be to develop a direction statement for the entire affordable housing system with our partners that reflects our new role.

## 7 Reporting

Housing Tasmania’s six Branches will prioritise their effort each year in a workplan. Branch Managers will be accountable for progress against the Strategic Plan’s strategies. All strategies will have an identified lead Branch and may work with other Branches to develop and implement these strategies.

Performance targets will be developed against the outcome statements in the Strategic Plan and these will be reported against annually and produced publicly on the Housing Tasmania internet site.

Please see Attachment B for usage instructions when filling out your Workplan.

### Housing Tasmania Strategic Plan 2012-2017: Workplan 2012-13

#### Goal I: Maximise the supply of affordable housing

(Please see the instructions in Attachment B of the Housing Tasmania Strategic Plan 2012-2017 when populating the table –One goal per table)

Strategy	Activities	Timeframes	Performance target	Achievements

## 8 Goals, outcomes, objectives and strategies in detail

Goal I	Outcomes	Objectives	Strategies
Maximise the supply of affordable housing.	To reduce the decline in social housing.	To access increased funding to upgrade or replace old stock.	Deliver the Better Housing <i>Futures</i> project 🏠 Establish stock benchmark based on the current business model 🏠 Develop supply targets for our new business model 🏠 Enter into a new NAHA with the Australian Government 🏠 Manage capital program in accordance with priorities and budget 🏠 Increase planned maintenance program to achieve better value for money
		To improve asset information and planning to maximise the benefit from available resources.	Prepare Strategic Asset Management Plan (SAMP) to 2017 to reflect the changed role of HT 🏠 Maintain accurate stock condition data 🏠 Develop and implement an improved asset decision making process 🏠 Develop acquisition, disposal and maintenance plans.
	To increase the supply of affordable housing.	To increase supply of homes owned and managed by community housing providers.	Determine supply benchmark and growth objective for community housing providers 🏠 Establish a register of the affordable housing portfolio 🏠 Develop business processes to record changes to register 🏠 Conduct tenders to select community housing providers 🏠 Appoint three community housing providers from Better Housing <i>Futures</i> process 🏠 Transfer management of 4 000 homes to providers 🏠 Leverage resources with housing providers for new supply 🏠 NW Land Release for development of elderly persons' units 🏠 Brent Street land release 🏠 Stainforth Court upgrade 🏠 Finalise contracts with NRAS providers 🏠 Manage delivery of dwellings approved under NRAS 🏠 Link future NRAS rounds with Better Housing <i>Futures</i> 🏠 Establish regulatory regime to ensure appropriate governance of community housing providers.
			To increase supply of affordable homes for purchase.

Goal 2	Outcomes	Objectives	Strategies
Provide the right housing programs for Tasmanians in need.	To increase the range of available housing options.	To offer suitable housing options which are tailored to needs.	<p>Complete the Residential Development Strategy 🏠 Develop a strategic housing plan for Tasmania 🏠 Investigate need in Tasmania and ensure our products best meet that need 🏠 Implement recommendations and directions from SAAR 🏠 Establish a new housing and support service model 🏠 Increase exit points for clients leaving Immediate Emergency Accommodation.</p> <p>Manage the National Partnership Agreement on Homelessness</p> <p>Manage the National Partnership Agreement on Remote Indigenous Housing</p> <p>Manage programs providing crisis support and accommodation</p>
	To improve access for clients seeking assistance.	To manage all clients seeking assistance through an integrated system across all providers.	<p>Implement Stages 1 and 2 of ASK 🏠 Finalise and implement Common Assessment Framework and Tools 🏠 Complete review and implement new Housing Assessment System 🏠 Implement recommendations and directions from SAAR 🏠 Identify and secure locations for a new housing and support intake service 🏠 Conduct tender process for new intake service.</p> <p>Establish new housing intakes across the State 🏠 Review policies to meet objectives. and facilitate better access and matching of need 🏠 Undertake any actions required to put policies into effect 🏠 Manage the change process and communicate effectively with clients and service providers on the new service delivery model.</p>
	To provide suitable accommodation for those in greatest need.	To provide service for the duration of need.	<p>Create priority access for those in greatest need 🏠 Connect tenants with support as required 🏠 Develop a framework to match needs with products 🏠 Develop SAMP to support service needs including Aboriginal housing and accommodation and support facilities</p>

Goal 3	Outcome	Objectives	Strategies
Transform information management to support our new business.	To improve access to quality information for all providers to support operations.	To improve the quality of data and reporting.	Develop a five year management plan for information and systems 🏠 Investigate options to obtain a new tenancy management system 🏠 Integrate information systems to enable access across affordable housing system 🏠 Develop integrated compliance support to assist HT contract managers 🏠 Implement Stages 1 and 2 of ASK 🏠 Fully develop a data warehousing capability 🏠 Develop an information management framework 🏠 Undertake an audit of asset data and update as required 🏠 Improve the timeliness of access to contemporary data 🏠 Review data needs to ensure we are collecting the right type of information.
		To increase the use of data to support decision making.	
		To integrate information systems used by housing providers.	
		To prepare reports that are useful.	
		To establish new systems that are flexible and can be integrated.	
		To increase access to real time data.	
		To improve performance monitoring.	Establish key performance indicators and targets 🏠 Identify requirements and implement dashboard reporting for management 🏠 Develop an outcome based reporting framework.

Goal 4	Outcomes	Objectives	Strategies
Develop a sustainable operating model for public housing.	To establish a sustainable social housing program that does not rely on asset sales to meet operating deficits.	To negotiate new National Affordable Housing Agreement that supports sustainable funding.	Provide support and participate in NAHA negotiations 🏠
		To establish Housing Tasmania to operate sustainably within funding constraints.	Facilitate stock transfer of 4 000 homes under Better Housing Futures 🏠 Develop a transition plan which aligns Housing Tasmania’s functions to its new role in the affordable housing system 🏠 Develop new ways of working that ensure our business processes and tasks add value 🏠 Identify activities that add value 🏠 Develop models to project future costs and revenues 🏠 Prepare financial modelling on new business model.
			Develop SAMP to create more focus on actively using assets under ownership 🏠 Conduct tender for new maintenance contracts to achieve value for money 🏠 Develop a maintenance plan 🏠 Implement programs to reduce deferred maintenance liability.
	To provide a service that is recognised and valued by key stakeholders.	To maximise the outcomes from resources under Housing Tasmania’s control.	Review performance management framework and establish KPI’s that allow for a transparent evaluation of our performance 🏠 Implement strategies to maximise utilisation of our resources 🏠 Review vacation and allocation processes to reduce time delays 🏠 Establish and implement a policy to ensure we better manage and use specific assets such as larger homes and modified dwellings.
		To ensure stakeholders are aware of the outcomes being achieved by Housing Tasmania.	Identify all our stakeholders and their interests 🏠 Communication, marketing and change management plan 🏠 Engage with stakeholders 🏠 Develop material to keep them informed and gain commitment 🏠 Create opportunity for feedback and input 🏠 Identify outcomes linked to our involvement and develop tools to measure our contribution.

## **9 Attachment A: Objectives and Priority Strategies**

Please see separate A3 document titled Housing Tasmania Strategic Plan 2012–2017: Objectives and Priority Strategies.