



OUR HOUSING FUTURE 2020-2030



Government
of South Australia



**To invest in
housing is to
invest in our
state's future...**



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



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



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.

A handwritten signature in black ink that reads "Michelle Lensink". The signature is written in a cursive, flowing style.

Michelle Lensink MLC
Minister for Human Services





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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.

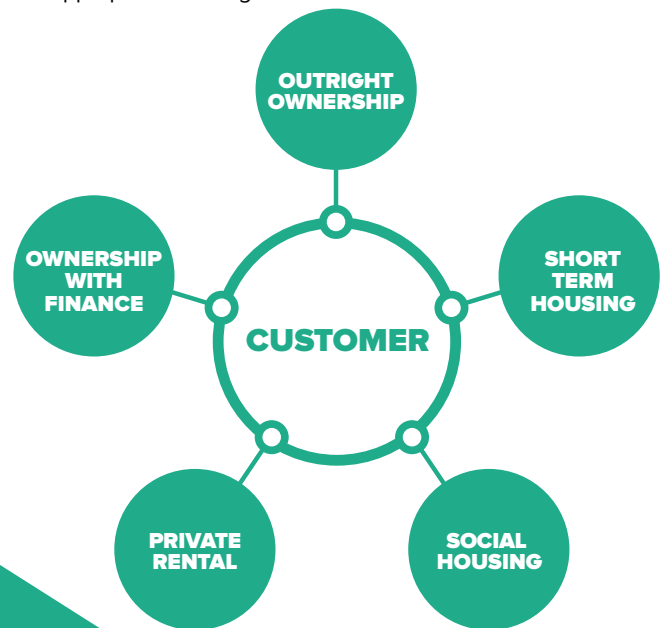
The actions outlined in this strategy do not try to resolve all the housing challenges or settle for a one-size-fits-all system. Rather, they seek to build the foundations for long-term, systemic change that will have far reaching impacts now and for future generations.

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



1.68 MILLION South Australians

1,085,781 People in **home ownership**
With finance **656,563**
Owned outright **429,218**

354,207 People in **private rental**
Through real estate agent **211,014**
Other **143,193**

6,224 People experiencing **homelessness**
Rough Sleepers **387**
Other **5,837***

Housing suitability in South Australia is affected by the ageing population and workforce casualisation.

*Australian Bureau of Statistics 2016 Census of Population and Housing

HOUSING



673,000 Occupied **private dwellings**

46,624 **Social housing rental properties**
Public housing: **75%**
Community housing: **25%**

\$471,900 Adelaide median house price*

While among the lowest of all Australian capital cities, Adelaide's lower income levels affect overall housing affordability, and there is evidence of growing income and housing cost inequality.

*Median house sales by quarter, September 2019, SA.gov.au

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.

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

1.1	Recognising housing as essential to the social, economic and environmental infrastructure and is included in the 20-year State Infrastructure Strategy.	Coordinate sustainable social and affordable housing investment with other essential infrastructure investment to ensure housing initiatives are aligned with industry and regional growth. Led by Infrastructure SA Timeframe: short-term
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.	Establish a new Code to provide for an improved approach to housing policies and development. Introduce a new Housing Renewal module to the Planning and Design Code to guide housing renewal projects and create new affordable housing. Led by Department of Planning, Transport and Infrastructure and State Planning Commission Timeframe: short-term
1.3	Establishing leadership and governance mechanisms to coordinate housing policy across local, state and federal governments.	Focus on long-term planning and delivery to support diverse and quality housing, sustainable communities, demand and supply, efficient investment, incentives for innovation. Led by local, state and federal government Timeframe: short-term
1.4	Developing local/regional housing plans to respond to specific conditions and local demand.	Harness local knowledge and insights to help markets address the specific needs of communities. Led by local government Timeframe: medium-term
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.	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. Led by community housing providers and SA Housing Authority Timeframe: short-term

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

2.1	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. Led by SA Housing Authority Timeframe: medium-term
2.2	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. Led by SA Housing Authority Timeframe: medium-term
2.3	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. Led by Renewal SA Timeframe: ongoing
2.4	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. Led by community housing providers Timeframe: long-term
2.5	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. Led by Department of Planning, Transport and Infrastructure and State Planning Commission Timeframe: 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 .	Expand choice and diversity by partnering with industry to pilot innovation in affordable housing, including for specific income and demographic groups. Led by housing industry, SA Housing Authority and Homestart Finance Timeframe: 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 .	Assist more people who qualify for a HomeStart Finance loan, meet the upfront costs of purchasing a home. Led by HomeStart Finance Timeframe: medium-term
2.8	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. Led by Revenue SA and SA Housing Authority Timeframe: medium-term

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

3.1	Examining service hubs and integrated access models , including the review, consolidation and modernisation of Housing SA offices.	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. Led by SA Housing Authority, relevant state government departments, and housing and homelessness providers Timeframe: medium-term
3.2	Piloting new intensive supported accommodation models for customers requiring more support than social housing.	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. Led by SA Health and SA Housing Authority Timeframe: medium-term
3.3	Supporting shared leasing arrangements , including for older and younger people across the housing market.	Provide an opportunity to utilise existing capacity, expand choice of living options, and develop new formal and informal support structures within the housing system. Led by SA Housing Authority Timeframe: medium-term
3.4	Connecting social housing tenants with National Disability Insurance Scheme and aged care benefits they are eligible for.	Provide for more sustainable, independent tenancies by assisting social housing tenants to access additional support. Led by federal government Timeframe: short-term
3.5	Improving service delivery by incorporating lived experience .	Enable continuous improvement and improved service responsiveness by embedding lived experience in the design and delivery of housing service. Led by housing and homelessness service providers Timeframe: short-term
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.	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. Led by SA Housing Authority and Department of Treasury and Finance Timeframe: medium-term
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.	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. Led by SA Housing Authority Timeframe: medium-term
3.8	Addressing the particular disadvantages faced by Aboriginal South Australians through the delivery of an Aboriginal Housing Strategy .	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. Led by SA Housing Authority and Aboriginal Advisory Committee Timeframe: short-term

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

4.1	Transitioning to an outcome-based service model 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. Led by Office for Homelessness Sector Integration Timeframe: short-term
4.2	Piloting homelessness prevention initiatives and new innovative housing models through a \$20 million prevention fund 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. Led by Office for Homelessness Sector Integration Timeframe: ongoing
4.3	Establishing the Office for Homelessness Sector Integration 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. Led by Office for Homelessness Sector Integration Timeframe: short-term
4.4	Developing targeted responses 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. Led by Office for Homelessness Sector Integration Timeframe: 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.	Ensure that in cases of domestic and family violence, service responses to victims and perpetrators are holistic, collaborative and integrated. Led by Office for Homelessness Sector Integration Timeframe: ongoing
4.6	Implementing Housing First approaches 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. Led by Office for Homelessness Sector Integration Timeframe: ongoing

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

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.	Begin to address the maintenance backlog through targeted and preventative investment and divestment to improve the quality and life of public housing assets. Led by SA Housing Authority Timeframe: long-term
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.	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. Led by SA Housing Authority and community housing sector Timeframe: short-term
5.3 Improving the sustainability of the social housing system through: <ul style="list-style-type: none">• Addressing the financial sustainability of the system• The introduction of a system-wide strategic asset management approach including strategic asset disposal and investment• Developing a 10-year plan to optimise the efficient and effective management of social housing and to support the growth of community housing providers• Reviewing the functional responsibilities for housing policy, regulation and management to provide greater transparency and contestability.	Create long-term financial, asset, business and operational strategies to establish the framework required for a modern, effective and sustainable multi-provider system. Led by state and federal government and community housing providers Timeframe: short-term 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.	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. Led by Department of Innovation and Skills and SA Housing Authority Timeframe: long-term
5.5 Implementing Industry Development Frameworks that strengthen the multi-provider social housing sector as a key agent of change.	Build required capabilities and capacity, strengthen the industry for improved efficiency, increase resilience to change, and assist in better meeting future needs. Led by community housing sector Timeframe: short-medium-term
5.6 Implementing Unit Cost Modelling to provide transparency and accountability for government subsidy.	Improve understanding of program costs to support enhanced budgeting, decision making, program evaluation and sector benchmarking. Led by SA Housing Authority Timeframe: short-term



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.





OUR COMMON VISION

Our vision is simple but resolute:

“All South Australians have access to appropriate and affordable housing that contributes to social inclusion and economic participation”.

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

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.



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.

STRATEGY SNAPSHOT

Vision:

All South Australians have access to appropriate and affordable housing that contributes to social inclusion and economic participation.

SUCCESS IS:

- CUSTOMER AT CENTRE ✓
- EFFECTIVE AND EFFICIENT INDUSTRY ✓
- MATCHING THE RIGHT SUPPLY TO DEMAND ✓
- TARGETED SUPPORT ✓

KEY STRATEGIES

Time frame

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

ACTIONS		Time frame
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		Time frame
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"> • Addressing the financial sustainability of the system • The introduction of a system-wide strategic asset management approach including strategic asset disposal and investment • Developing a 10-year plan to optimise the efficient and effective management of social housing and to support the growth of community housing providers • Reviewing the functional responsibilities for housing policy, regulation and management to provide greater transparency and contestability. 	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



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