

Greater Dandenong
HOUSING STRATEGY
2014-2024
COUNCIL ACTION PLAN



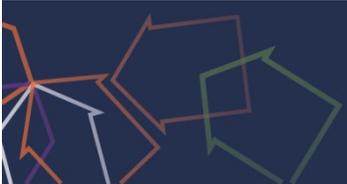


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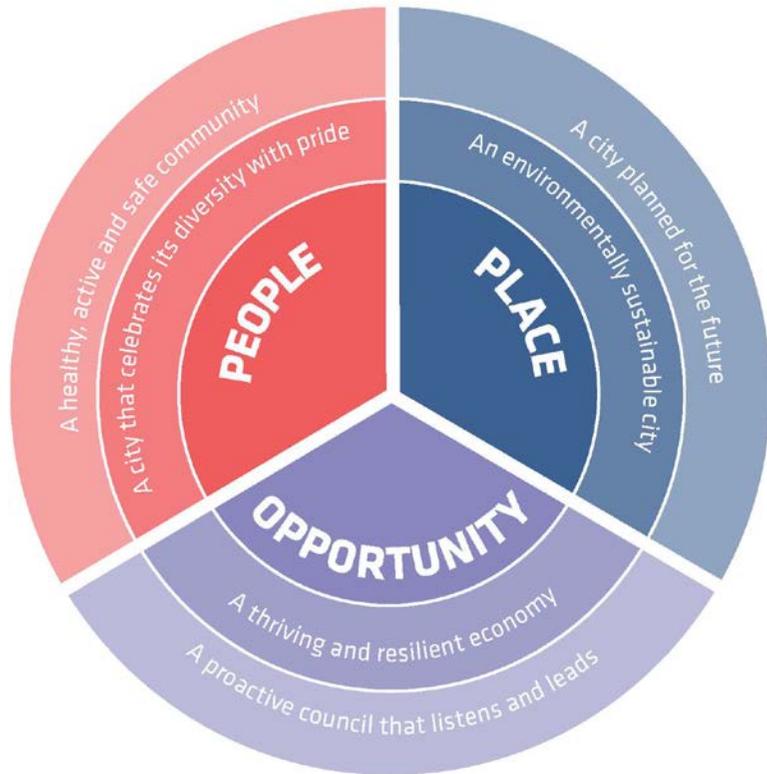
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OUR HOUSING STRATEGY

The *Greater Dandenong Council Plan 2013-2017* details the actions that the City of Greater Dandenong will pursue over the Plan's four year period under a framework of six strategic objectives, set under three key areas of *People, Place and Opportunity*:

Council Plan 2013-2017 Strategic Objectives



The *Greater Dandenong Housing Strategy 2014-2024* was adopted by Council on 8 December 2014 and sets out Council's Housing Vision for the municipality as well as objectives for each of the four Housing Themes.

Summary of the Greater Dandenong Housing Strategy 2014-2024



In order to achieve the objectives of the *Greater Dandenong Council Plan 2013-2017* and the adopted *Greater Dandenong Housing Strategy 2014-2024*, Council will implement a number of actions ranging from changing the *Greater Dandenong Planning Scheme*, to non-statutory actions involving all of Council. The Housing Strategy Executive Summary states that a "forthcoming *Action Plan* document will set out these and other actions in more detail in early 2015."

This document is Council's Action Plan to implement the Housing Strategy from 2015 to 2024 and beyond. It should be read in conjunction with the Housing Strategy.



ROLES AND RESPONSIBILITIES IN HOUSING

Roles and Responsibilities of Key Stakeholders in the Greater Dandenong Housing Market

INFLUENCE IN THE HOUSING MARKET		STAKEHOLDER					
		Local Government	State Government	Federal Government	Service Sector	Development Industry	Community Housing Sector
PASSIVE ROLE	Research and Advocacy	✓	✓	✓	✓	✓	✓
	Promotion and Education	✓	✓	✓	✓	✓	✓
	Policy Development	✓	✓	✓			
	Regulatory Role	✓	✓	✓			
	Development Facilitation	✓	✓	✓		✓	✓
	Incentive and Grant Schemes	✓	✓	✓			
ACTIVE ROLE	Financial Sector Regulation, Taxation and Assistance		✓	✓			
	Infrastructure Planning and Improvement	✓	✓	✓		✓	
	Service Provision	✓	✓	✓	✓		✓
	Capital/Asset Investment	✓	✓	✓		✓	✓
	Housing Provider / Landlord	✓	✓		✓	✓	✓

ROLE OF LOCAL GOVERNMENT

This Council Action Plan acknowledges that this Council has a range of passive and active roles and responsibilities in achieving the housing vision including:

- Municipality Research
- Promotion and Education
- Engagement
- Policy Development
- Regulatory Role
- Development Facilitation
- Infrastructure Planning and Improvement
- Service Provision
- Capital / Land Investment

Council will not be undertaking the role of offering Incentive and Grant Schemes, or becoming a Housing Provider / Landlord.

COUNCIL ADVOCACY

Council recognises that many aspects of the housing market are beyond its sphere of influence and require commitment from both the Australian and Victorian Governments and other key stakeholders.

Council has identified the following ways in which Council could continue advocate for positive changes across the four Housing Themes:

- Advocate for increased supply of public housing, social housing and transitional housing in Greater Dandenong that is aligned with current and future housing needs and dispersed across Greater Dandenong to avoid creation of communities of acute disadvantage;
- Advocate to the Office of Housing and other stakeholders for the renewal of existing public housing stock;
- Advocate to the Victorian Government for appropriate provision of community, health, education and settlement services to support planning housing growth;



- Advocate for improved planning and building standards for all new homes with regarding to accessibility, liveability and sustainability; and
- Advocate for increased housing options and supported accommodation to meet the changing needs of our population.

Advocacy is an ongoing, overarching action, and therefore the above opportunities are not part of each specific Housing Theme Action. However, any advocacy undertaken by Council will be reported on in the annual progress update.

ACTION PLAN TIMEFRAMES AND RESOURCES

The Actions contained in this Action Plan are all currently considered within Council's sphere of influence, but does not guarantee that resources are currently or will be available in the future for any specific action. Council's resources are determined annually by Council and other stakeholders. When resources are available, actions will generally be resourced according to their stated priority and timeline as recommended by this plan.

This Action Plan recommends staged timelines for implementation. These recommended timeframes consider the complexity and nature of each action. The relevance of some actions, or their timing, may change due to the availability of resources or because the Victorian Government introduces new social housing or land-use planning policy. The recommended timing for these actions is as follows:

- **Priority Council Actions** for immediate commencement;
- **Short Term Actions** – to commence within 1-3 years (before 2017);
- **Medium-term Actions** - to commence within 4-7 years (before 2021);
- **Long-term Actions** – to commence within 8-10 years (before 2024);
- **Ongoing actions**

ACTION PLAN IMPLEMENTATION

This Action Plan contains three **Priority Actions** that will commence immediately. These actions have been prioritised because they will establish the resourcing and policy framework that are vital to the strategy's success. The Action Plan then goes on to provide the Actions against each of the four Housing Themes. Each of the action has a stated Outcome or Indicator.

Each Directorate in Council has Actions within this Action Plan. During the annual Business Planning and Budgeting process, each Directorate considers all endorsed Action Plans. The planning should take account of the recommended Action Plan timeframes and resourcing considerations set out in this Plan.

All actions with a Promotion, Education and Engagement role will be undertaken in accordance with Council's *Community Engagement Policy* (2013) and *Community Engagement Planning Framework* (2013).

THE HOUSING STRATEGY IMPLEMENTATION GROUP

The Implementation Group is tasked with implementing the adopted Housing Strategy. The Group will meet regularly and its broad remit includes but is not limited to:

- Oversee and provide guidance on the Action Plan implementation, timeframes, review milestones and annual monitoring, including resource requirements;
- Incorporate the Action Plan into each Directorate's operational planning, including financial and staff resource planning and annual Business Plan reporting mechanisms of all relevant departments;
- Prepare the annual progress update;
- Coordinate Council's advocacy and partnership activities on housing related matters; and



- Facilitate social housing schemes that meet the Housing Strategy Vision.

Membership of the Housing Strategy Implementation Group includes two Councillors and senior Council officers.

MONITORING AND REVIEW

Ongoing monitoring and review of the strategy will involve:

- an annual progress update on the implementation of the *Greater Dandenong Housing Strategy 2014-2024*, which will be made public on Council's website and at Customer Service locations as appropriate;
- a desktop review of the appropriateness of the objectives and actions of this Action Plan will be presented as a formal report to Council in five years; and
- full review of the *Greater Dandenong Housing Strategy 2014-2024* in 2024.

The 'Council Plan Priorities' listed in the Action Plan tables below relate to the current *Council Plan 2013-2017*. If the Action Plan is significantly affected by the new Council Plan 2017-2021, it will be reviewed accordingly.



PRIORITY COUNCIL ACTIONS

This Action Plan contains three **Priority Actions** that will commence immediately. These actions have been prioritised because they will establish the resourcing and policy framework that are vital to the strategy's success.

Priority Actions	Timeframe	Council Role	Council Department Responsibility	Outcome / Indicator
<p>1. Establish a Housing Development Fund. The following issues are to be resolved in the establishment phase:</p> <ul style="list-style-type: none"> The structure for managing the fund. Priorities for the fund. Funding and revenue stream options (this may include recurrent funding through the <i>Long Term Financial Strategy</i> and/or dedicating a portion of proceeds from sale of Council land). 	Immediate start	Development Facilitation Capital /Land Investment Policy Development	Housing Strategy Implementation Group	<ul style="list-style-type: none"> Housing Development Fund established. Number of affordable housing units delivered in the municipality through Council financial contributions.
<p>2. Amend Council policies and procedures guiding the sale or transfer of Council land and air rights to include recognition that the delivery of urban renewal, social housing and affordable housing outcomes is one of Council's priorities when allocating surplus Council land for new uses or sale.</p>				<ul style="list-style-type: none"> The <i>Sale or Transfer of Council Land Policy (2013)</i> has been amended in accordance with the recommendations of the Greater Dandenong Housing Strategy Implementation Group.
<p>3 Identify vacant or under-utilised sites (in accordance with an agreed site selection criteria) that can be redeveloped to realise Council's revitalisation, investment, housing diversity and affordable housing goals, in accordance with the objectives of the <i>Greater Dandenong Housing Strategy 2014-2024</i>.</p>				<ul style="list-style-type: none"> Site selection criteria established and endorsed by the Greater Dandenong Housing Strategy Implementation Group and the Executive Management Team. Land register developed (including all Council landholdings, Crown land and public authority land). Redevelopment opportunities identified and reported to the Executive Management Team



THEME A. GROWTH AND LIVEABILITY

WHAT ARE OUR HOUSING GROWTH AND LIVEABILITY OBJECTIVES?

- Understand the current and future housing needs and preferences of Greater Dandenong residents.
- Plan for adequate supply of appropriate land for residential development to address population growth.
- Ensure that future housing growth is effectively managed to maintain and enhance Greater Dandenong's liveability.

HOW WILL COUNCIL SEEK TO ACHIEVE THESE OBJECTIVES?

Council will continue to monitor population and housing trends, engage with the developers, housing associations and community services and participate in regional housing networks.

Council will review residential planning controls to ensure that Greater Dandenong can accommodate housing growth and diversity in appropriate locations within and in close proximity to major shopping centres, while also protecting areas of valued character. Council will research the housing capacity of residential land, update structure plans for the Dandenong, Noble Park and Springvale activity centres and investigate if business or light industrial areas can be converted to residential use.

Council will continue to maintain the amenity and liveability of residential areas through an integrated approach to land use, environmental, community and infrastructure planning. This will ensure that the provision

of physical infrastructure and services is well coordinated with population and housing growth. Council will also advocate for new and upgraded physical infrastructure where appropriate.

OTHER COUNCIL PLANS, STRATEGIES AND PROJECTS THAT WILL CONTRIBUTE TO THESE HOUSING OBJECTIVES

- Council Plan
- Greater Dandenong Planning Scheme
- Adopted Green Wedge Management Plan 2014
- Integrated Water Management Strategy
- Community Wellbeing Plan
- Integrated Transport Strategy
- Open Space Strategy
- Community Safety Plan
- Community Infrastructure Plans
- Asset Management Plans
- Improving the municipalities Residential Zone Tools
- Reviewing and improving the existing Structure Plans and Local Planning Policies for the Activity Centres
- The upcoming Environment Plan/Strategy 2015



Council Plan Priority	Housing Strategy Action		Timeframe	Council role	Responsibility	Outcome / Indicator
4.3: Plan for population growth and change	A-1	Prepare annual population projections for the municipality.	Ongoing Action	Research	Community Services	Annual <i>Population and Household Forecasts</i> prepared and disseminated on Council's website.
	A-2	Undertake a post-occupancy survey of Metro 3175 to better understand the emerging community profile.	Short-Term Action	Research	Greater Dandenong Business	Post occupancy survey completed.
	A-3	Prepare a community profile of Somerfield (Keysborough South) and Meridian residential areas.	Medium-Term Action	Research	Community Services.	Community profile prepared.
	A-5	Review the residential zones within the municipality and, through engagement with the local community, tailor planning controls to local areas.	Short-Term Action	Policy Development	City Planning, Design and Amenity	Complete the <i>Residential Planning Policy and Controls</i> project and commence the associated planning scheme amendment.
	A-6	Identify redundant business or light industrial areas that could be converted to residential use.	Medium-Term Action	Policy Development	City Planning, Design and Amenity	Commercial and Industrial Zones Review concluded and commence the associated planning scheme amendment.
4.1 Best practice urban design and development, and activation to create liveable neighbourhoods and workplaces.	A- 7	Minimise the amenity impacts of non-residential uses in residential areas.	Short-Term Action	Regulatory Role	City Planning, Design and Amenity	Trial the <i>Non-Residential Uses in Residential Areas</i> for one year - report the findings of the trial to Council for consideration.



THEME B. DESIGN AND DIVERSITY

WHAT ARE OUR HOUSING DESIGN AND DIVERSITY OBJECTIVES?

- **Facilitate housing diversity in appropriate locations to support the needs of our diverse community.**
- **Support housing design that meets the needs of local residents.**
- **Improve the quality, design and environmental performance of housing.**

HOW WILL COUNCIL SEEK TO ACHIEVE THESE OBJECTIVES?

Council's planning policies will continue to support increased housing diversity and density in appropriate locations (near and within major shopping centres). Council will also support housing development that caters for a wide range of income groups.

Council will prepare easy-to-use, illustrative *Residential Design Guidelines* to improve the quality of new housing development. Council will prepare new planning controls to improve the environmental sustainability of housing.

Council will promote accessible and adaptable design principles to meet the needs of our ageing population. Council will also encourage housing development that supports older residents.

Council will continue to monitor and enhance the quality, standard and amenity of low-cost housing options, such as rooming houses, student housing, caravan parks and residential villages. This will be achieved through a mix of activities including:

- the development of planning policy for rooming houses and student housing
- continuing to ensure that low-cost housing is used and occupied in accordance with relevant legislation
- reviewing the application process for caravan park and residential village proposals.

OTHER COUNCIL PLANS, STRATEGIES AND PROJECTS THAT WILL CONTRIBUTE TO THESE HOUSING OBJECTIVES

- Council Plan
- Greater Dandenong Planning Scheme
- Community Wellbeing Plan
- Ageing is About Living Strategy
- Disability Action Plan
- Improving the municipalities Residential Zone Tools
- Reviewing and improving the existing Structure Plans and Local Planning Policies for the Activity Centres.
- The upcoming Environment Plan/Strategy 2015



Council Plan Priority	Housing Strategy Action	Timeframe	Council role	Responsibility	Outcome / Indicator
4.1 Best practice urban design and development, and activation to create liveable neighbourhoods and workplaces.	B-1 Promote housing design that provides high amenity for residents and contributes to the public realm through the development of illustrative <i>Residential Design Guidelines</i>	Short-Term Action	Policy Development	City Planning, Design and Amenity	<i>Residential Design Guidelines</i> -prepared and associated planning scheme amendment commenced
4.3: Plan for population growth and change	B-2 Review and refine the Residential Zones and residential planning policy to facilitate a mix of housing types.	Short-Term Action	Policy Development	City Planning, Design and Amenity	Commence Planning Scheme Amendment C182 – Residential Zones.
6.2 Engage and consult our community to promote an open dialogue with Council and facilitate active input into Council's decision making process.	B-3 Inform the community and the local development sector of the need for a range of housing types and densities to accommodate the housing needs of our diverse community.	Short-Term Action	Promotion and Education Engagement	City Planning, Design and Amenity	Prepare and implement a community engagement strategy for Amendment C182 – Residential Zones.
1.10: Inclusion and support for the health and wellbeing of older people	B-4 Support the development of affordable and varied accommodation options for aged residents and people with disabilities to ensure their security, comfort and wellbeing.	Long-Term Action	Research	Community Services	Investigation of innovative intergenerational housing models that could be implemented in Greater Dandenong commenced.
	B-5 Encourage local developers, architects and designers to incorporate adaptable and accessible housing design principles in new residential developments	Medium-Term Action	Promotion and Education Engagement	City Planning, Design and Amenity	The <i>Liveable Housing Design Guidelines</i> (or equivalent) materials available to planning applicants.
3.2: Respond to Climate Change and promote sustainable options to achieve real change within the community	B-6 Improve the environmental performance of new housing development beyond minimum standards.	Medium-Term Action	Policy Development	City Planning, Design and Amenity	Planning Scheme Amendment commenced in accordance with the recommendations of the Victorian Government's Environmentally Efficient Design Advisory Committee.
4.7 Ensure a safe environment for the community	B-7 Review the application process for new residential village / caravan park applications to include consideration to their location, access requirements, emergency management and servicing capacity.	Short -Term Action	Regulatory Role	City Planning, Design and Amenity	Application process has been reviewed - recommendations reported to the Greater Dandenong Housing Strategy Implementation Group.
	B-8 Work with caravan park operators to ensure that all existing residential villages have developed and implemented emergency management plans to an appropriate standard.	Short-Term Action	Regulatory Role	City Planning, Design and Amenity	Approved emergency management plan for every caravan park / residential village operating within the City. Information sessions held with other regulators or organisations with caravan park responsibility.



Council Plan Priority	Housing Strategy Action	Timeframe	Council role	Responsibility	Outcome / Indicator
	B-9 Promote public awareness of rooming house regulations and provide adequate education material to the community and key stakeholders in regards to the administration and enforcement of relevant legislation.	Ongoing	Regulatory Role Promotion, Education and Engagement	City, Planning Design and Amenity	Educational material available on the CGD website. Record annual customer concerns/complaints on rooming houses. Information sessions held with other regulators or organisations with rooming house responsibility.
4.1 Best practice urban design and development, and activation to create liveable neighbourhoods and workplaces.	B-10 Develop a 'Shared Accommodation Local Planning Policy' for inclusion into the <i>Greater Dandenong Planning Scheme</i> to promote best practice design and establish reasonable location, design, amenity and car parking standards for shared accommodation.	Long-Term Action	Policy Development Regulatory Role	City Planning, Design and Amenity	Shared Accommodation Local Planning Policy adopted by Council and incorporated into the Greater Dandenong Planning Scheme or other mechanism as appropriate.



THEME C. REVITALISATION AND INVESTMENT

WHAT IS OUR HOUSING REVITALISATION AND INVESTMENT OBJECTIVE?

- **Attract investment in residential development**

HOW WILL COUNCIL SEEK TO ACHIEVE THIS OBJECTIVE?

Council will continue to facilitate urban renewal, with the aim of attracting investment and improving the appearance and amenity of Greater Dandenong's residential area, activity centres and major shopping centres.

Council will advocate to the Office of Housing to redevelop and enhance areas with high concentrations of social housing through an urban renewal process.

Council will continue to promote Greater Dandenong as an attractive place to live and invest. Council will identify and promote emerging market opportunities by providing regular housing bulletins to major investors and developers. These bulletins will include information on housing and population trends, emerging development opportunities and Council policies and strategies. Council will further support development activity by encouraging site consolidation and improve efficiencies in the planning process.

Council will identify vacant and underutilised public and private sites with redevelopment potential and pursue partnership opportunities with the private and public sector to deliver urban renewal and social housing outcomes for the community.

As the housing market is linked to the performance of the local economy, Council will also complement this housing renewal strategy with efforts to enhance the economic foundation of Greater Dandenong, by promoting the municipality as a destination for industrial and commercial development, tourism and education.

OTHER COUNCIL PLANS, STRATEGIES AND PROJECTS THAT WILL CONTRIBUTE TO THIS HOUSING OBJECTIVES

- Council Plan
- Greater Dandenong Planning Scheme
- Improving the municipalities Residential Zone Tools
- Reviewing and improving the existing Structure Plans and Local Planning Policies for the Activity Centres.
- Achieving Greater Dandenong's Potential: A Local Economic and Employment Development Strategy for our City



Council Plan Priority	Housing Strategy Action	Timeframe	Council role	Responsibility	Outcome / Indicator	
4.1 Best practice urban design and development, and activation to create liveable neighbourhoods and workplaces.	C-1 Monitor the delivery of all new housing in the city.	Ongoing Action	Research Engagement	Community Services	Maintain a system for annually recording the volume, structure and location of new dwellings.	
5.7 Support a strong retail sector and Neighbourhood Activity Centres	C-2 Undertake place-based planning and development initiatives to enhance the public realm and improve levels of investment in activity centres	Short-Term Action	Policy Development	City Planning, Design and Amenity	Prepare a <i>Neighbourhood Centre Strategy</i> to guide capital improvements to neighbourhood shopping areas.	
4.1 Best practice urban design and development, and activation to create liveable neighbourhoods and workplaces.		Short-Term Action	Infrastructure Planning and Improvement	Greater Dandenong Business	Prepare place-based action plans for Springvale, Noble Park and Dandenong Activity Centres and commence implementation.	
4.2. Attract investment and residential, commercial and industrial development in the City..	C-3 Prepare a <i>Greater Dandenong Marketing Strategy</i> to promote Greater Dandenong as a preferred place to live and invest	Short-Term Action	Promotion and Education	Greater Dandenong Business	<i>Greater Dandenong Marketing Strategy</i> prepared.	
	C-4 Explore how the reformed residential zone schedules can be used to support site consolidation.	Short-Term Action	Policy Development	City Planning, Design and Amenity	Implementation via the Residential Planning Policy and Controls Project and Planning Scheme Amendment C182.	
	C-5 Investigate the impact of the Infrastructure Recovery Charge on delivering state and local planning urban consolidation policies.	Short-Term Action	Research	Greater Dandenong Business	Investigation completed – findings reported to the Greater Dandenong Housing Strategy Implementation Group and Executive Management Teams.	
	C-6 Review the role of finance availability, construction costs and other factors that may be influencing the provision of housing and apartments.	Medium-Term Action	Research	Greater Dandenong Business	Investigation completed – findings reported to the Housing Strategy Implementation Group	
	C-7 Continue to engage with the development industry and community housing sector to monitor local housing requirements and trends, and enable investors/developers better understand emerging development opportunities in Greater Dandenong.		Ongoing Action	Engagement	Greater Dandenong Business	Host property and development sector events.
				Research	Community Services	Prepare annual information on key housing trends.
C-8 Continue to improve efficiencies in the statutory and strategic planning process.	Ongoing Action	Regulatory Role	City Planning, Design and Amenity	Participation in the MAV STEP Program for Strategic Planning. Fast-track process for residential development has been investigated and, if appropriate, implemented.		



THEME D. HOUSING AFFORDABILITY

WHAT ARE OUR HOUSING AFFORDABILITY OBJECTIVES?

- **Achieve a wide choice of well-designed, high quality affordable housing in appropriate locations to meet current and future needs.**
- **Continue to support vulnerable households experiencing housing stress.**

HOW WILL COUNCIL SEEK TO ACHIEVE THESE OBJECTIVES?

Council will continue to support vulnerable households experiencing housing stress. This will be achieved through actions ranging from direct support (such as supporting older residents to remain in their homes) through to advocacy to improve security and access to housing for vulnerable and low income residents.

Council has established the *Greater Dandenong Affordable Housing Toolkit* to improve housing affordability for the community. This toolkit outlines the range of ways that Council will improve efficiencies in the housing market and support social and affordable housing development. The tools range from research and advocacy through to direct financial and property contributions towards social housing development.



OTHER COUNCIL PLANS AND STRATEGIES THAT WILL CONTRIBUTE TO THESE HOUSING OBJECTIVES

- Council Plan
- Greater Dandenong Planning Scheme
- Ageing is About Living Strategy
- Community Wellbeing Plan



Council Plan Priority	Housing Strategy Action	Timeframe	Council role	Responsibility	Outcome / Indicator	
4.2 Attract investment and residential, commercial and industrial development in the City	D-1	Investigate a “fast track” process for residential development.	Short-Term Action	Regulatory Role	City Planning, Design and Amenity	Fast-track process for residential development has been investigated and, if appropriate, implemented.
	D-2	Provide assistance to housing associations seeking to develop social or affordable housing projects that support vulnerable CGD residents. This could be through the provision of: <ul style="list-style-type: none"> property related information; provision of information on current housing needs and trends; information on development models and standards; property purchase opportunities; and affordable housing models / projects; 	Ongoing Action	Promotion and Education Engagement Development Facilitation Advocacy	City Planning, Design and Amenity (with assistance from Greater Dandenong Business and Community Services)	<ul style="list-style-type: none"> Increased affordable housing projects in Greater Dandenong arising from partnership arrangements and private sector development. A regular bulletin on key housing trends, housing need, and the distribution, structure and volume of new housing disseminated to community housing associations Guidance and promotional materials for the private sector on the benefits of partnering with registered housing associations to deliver quality housing outcomes prepared.
	D-3	Seek opportunities in the amendment process to negotiate affordable housing outcomes, where possible.	Ongoing Action	Development Facilitation Engagement	City Planning, Design and Amenity	Increase of affordable housing stock arising from partnership arrangements and private sector development, where possible.
6.4 Sound financial management for a sustainable Council	D-4	Continue to offer rate rebates to vulnerable households in housing stress through Council’s <i>Rates and Charges Hardship Policy</i>	Ongoing Action	Service Provision	Corporate Services	Continued operation of Council’s <i>Rates and Charges Hardship Policy</i> Number of residents who receive a rate waiver or deferral.
1.10: Inclusion and support for the health and wellbeing of older people	D-5	Continue to support older residents to age in place by offering assistance to undertake minor safety and environmental adjustments to their homes through Council’s Community Care model.	Ongoing Action	Service Provision	Community Services	Number of residents using Council’s Home Maintenance Service.