



# 9

## IMPLEMENTATION

## 9.1 MONITORING AND PERFORMANCE

For each action the Implementation Plan indicates Council's role and the priority of the action.

### 9.1.1 COUNCIL'S ROLE

The Council will play different roles in the implementation of this Strategy. These will vary between the roles of Planner, Provider, Advocate, Partner/Facilitator, Educator and Regulator. A description of these various roles is provided below:

- **Planner** – in relation to its urban and social planning responsibilities;
- **Advocate** – representing community needs and interests to Commonwealth and State Governments and the private sector;
- **Partner / Facilitator** – working closely with developers, housing providers, residents and human service agencies;
- **Educator** – provide information to housing suppliers, residents and interest groups; and
- **Regulator** – ensuring that housing meets town planning, building and public health regulations and expectations.

### 9.1.2 PRIORITY

Actions have been prioritised into high, medium, low and ongoing to be completed over the lifetime of the strategy. Priorities should be periodically reviewed and reassessed in line with available budgets, resources and funding opportunities. The timeframe for completing prioritised actions is:

- **High** – Action to occur over the next 1-3 years;
- **Medium** – Action to occur over the next 4-6 years;
- **Low** – Action to occur over the next 7-10 years; and
- **Ongoing** – Action to be undertaken on an ongoing basis.

## 9.2 IMPLEMENTATION PLAN

The Implementation Plan is presented under the four key themes of the Whitehorse Housing Strategy.

### 9.2.1 HOUSING LOCATION

No	Action	Council Department	Priority	Timing
1	<p>The areas identified for Limited Change to be zoned 'Neighbourhood Residential' in the Whitehorse Planning Scheme. Separate Schedules varying ResCode standards may be applied to different character area types. The following variations are proposed to be included in the Schedule to the Zone:</p> <ul style="list-style-type: none"> <li>- Minimum subdivision area</li> <li>- Permit requirement for one dwelling on a lot</li> <li>- The number of dwellings on a lot</li> <li>- Maximum building height</li> <li>- Setbacks (front, rear, side)</li> <li>- Site coverage</li> <li>- Permeable surfaces</li> <li>- Landscaping</li> <li>- Walls on boundaries</li> <li>- Private open space</li> <li>- Front fence height</li> <li>- Application requirements</li> <li>- Decision guidelines.</li> </ul>	Planning & Building	High	1-3 years
2	<p>Investigate areas for further controls via the following overlays, where appropriate:</p> <ul style="list-style-type: none"> <li>- Neighbourhood Character Overlay</li> <li>- Heritage Overlay</li> <li>- Significant Landscape Overlay</li> </ul>	Planning & Building	Medium	4-6 years
3	<p>The areas identified for Natural Change to be zoned 'General Residential' in the Whitehorse Planning Scheme. Separate Schedules may be applied to different character area types.</p> <p>The following variations are included in the Schedule to the Zone:</p> <ul style="list-style-type: none"> <li>- Permit requirement for one dwelling on a lot</li> <li>- Maximum building height for dwelling or residential building</li> <li>- Site coverage</li> <li>- Permeability</li> <li>- Landscaping</li> </ul>	Planning & Building	High	1-3 years

No	Action	Council Department	Priority	Timing
	<ul style="list-style-type: none"> <li>- Setbacks (Front, side and rear)</li> <li>- Walls on boundaries</li> <li>- Private open space</li> <li>- Front fence height</li> <li>- Application requirements</li> <li>- Decision guidelines</li> </ul>			
4	<p>Investigate the following measures:</p> <ul style="list-style-type: none"> <li>- Investigate the options for internal modifications to existing dwellings to create additional or adaptable dwellings.</li> <li>- Promote good quality housing outcomes - i.e. continue the City of Whitehorse Built Environment Awards, prepare information to demonstrate good design outcomes, and work with universities and other associations to develop potential ideas and solutions.</li> <li>- Encourage new development applications to include landscape guidelines that show how the retention of existing vegetation where possible will be achieved, at the outset of the design process.</li> </ul>	Planning & Building	Ongoing	n/a
5	<p>The areas identified for Substantial Change are recommended to be zoned as Residential Growth in the Whitehorse Planning Scheme. Separate Schedules to the Zone may be applied to different parts of the Substantial Change Areas with varying provisions to achieve specific preferred character outcomes where it is considered necessary.</p> <p>In some instances, particularly in areas with adopted structure plans or urban design frameworks, it may be appropriate to review the residential zoning to ensure that future zoning is tailored to deliver the objectives sought by the relevant document.</p> <p>The following variations may be included in the Schedule to the Residential Growth Zone:</p> <ul style="list-style-type: none"> <li>- Maximum building height requirement for a dwelling or residential building</li> <li>- Setbacks (front, side and rear)</li> <li>- Site coverage</li> <li>- Permeability</li> <li>- Landscaping</li> <li>- Walls on boundaries</li> <li>- Private open space</li> <li>- Front fence heights</li> </ul>	Planning & Building	High	1-3 years

No	Action	Council Department	Priority	Timing
	<ul style="list-style-type: none"> <li>- Application requirements</li> <li>- Decision guidelines</li> </ul>			
6	Implement as appropriate in Substantial Change areas <ul style="list-style-type: none"> <li>- Place making strategies</li> <li>- A monitoring and delivery program regarding the adequacy and performance / service levels of community and public infrastructure</li> </ul>	Planning & Building Community Development City Works	Medium	4-6 years

### 9.2.2 HOUSING DIVERSITY

No	Action	Council Department	Priority	Timing
<i>Diversify the variety of housing types in the City of Whitehorse</i>				
7	Update Clause 21.06 'Housing' in the Municipal Strategic Statement to ensure consistency with this Housing Strategy 2014.	Planning & Building	High	1-3 years
8	Update the local policy at Clause 22.03 'Residential Development' to ensure consistency with the policy objectives and directions for substantial, limited and natural change areas.	Planning & Building	High	1-3 years
9	Promote activity centres with high accessibility, offering a range of services and providing a high level of amenity to residents as key locations for housing diversity.	Planning & Building	Ongoing	n/a
10	Translate the three housing change areas into the new residential zones, introducing Schedules to reflect neighbourhood character and development objectives, in the following way: <ul style="list-style-type: none"> <li>- 'Neighbourhood Residential Zone' to be applied to Limited Change Areas</li> <li>- 'General Residential Zone' to be applied to Natural Change Areas</li> <li>- 'Residential Growth Zone' to be applied to Substantial Change Areas.</li> </ul>	Planning & Building	High	1-3 years
11	Support the renovation and redevelopment of single houses in	Planning & Building	Ongoing	n/a

No	Action	Council Department	Priority	Timing
	Limited Change Areas as a means of providing accommodation for larger household types and choice for other households			
<b><i>Provide housing that meets the specialised requirements of particular residents</i></b>				
12	In negotiations with developers of student housing, advocate for better housing outcomes drawing on approaches used by other municipalities (i.e. City of Melbourne) and the objectives of the Student Accommodation Policy in Clause 22.14 of the Whitehorse Planning Scheme.	Community Development Planning & Building Environmental Health	Ongoing	n/a
13	Maintain relationships with Deakin University Burwood Campus and Box Hill Institute of TAFE regarding the housing needs of current and future students.	Planning & Building Community Development	Ongoing	n/a
14	In line with the Student Accommodation Policy encourage appropriate student housing close to the university campuses in a form that respects the existing or preferred character of the area.	Planning & Building	Ongoing	n/a
15	Continue to liaise with the community housing sector and service providers on an as needed basis to exchange information and research regarding the housing needs and trends of special needs groups.	Planning & Building Community Development	Ongoing	n/a
<b><i>Monitor housing development trends and engage with relevant stakeholders</i></b>				
16	Monitor development and housing and demographic trends every five years to understand housing supply and uptake. This should include the following: <ul style="list-style-type: none"> <li>- Dwelling characteristics (ABS Census Data)</li> <li>- Tenure type – occupied private dwellings (ABS Census Data)</li> <li>- Dwelling structure by household composition and family composition (ABS Census Data)</li> <li>- Gross household income by household composition (ABS Census Data)</li> <li>- Median property price for houses, units and apartments (A Guide to Property Values)</li> </ul>	Planning & Building Community Development	Ongoing	n/a

No	Action	Council Department	Priority	Timing
	<ul style="list-style-type: none"> <li>- Median weekly rental price by housing type (Rental Report, Department of Housing Victoria)</li> <li>- UDP Data (Department of Planning and Community Development)</li> <li>- .id Forecast (City of Whitehorse)</li> </ul>			
17	Implement a co-ordinated development data collection system in order to track development outcomes and trends.	Planning & Building	Medium	4-6 years
18	Prepare a Housing Strategy Update / Implementation Report every five years and circulate to relevant Council departments. This report should include: <ul style="list-style-type: none"> <li>- Updated population and demographic profile and projections</li> <li>- Assessment of dwelling mix: dwelling type and tenure</li> <li>- Analysis of building and planning permit data: location and type of housing development</li> <li>- Site and locational characteristics of development applications and constructed dwellings.</li> </ul>	Planning & Building	Ongoing	n/a
19	Prepare a summary sheet of the key findings and directions in the Whitehorse Housing Strategy 2014 and circulate to Council Officers, local developers, industry representatives and the community.	Planning & Building	High	1-3 years

### 9.2.3 HOUSING AFFORDABILITY

No	Action	Council Department	Priority	Timing
<b><i>Increase the supply and distribution of affordable housing in the City of Whitehorse</i></b>				
20	Investigate stronger, effective statutory mechanisms to encourage more affordable housing provision, including reviewing the success of processes implemented by other local governments.	Planning & Building	Medium	4-6 years
21	Continue to identify opportunities for affordable housing in designated structure plans including specific	Planning & Building Community Development	Ongoing	n/a

No	Action	Council Department	Priority	Timing
	<p>location, localised need and design, and incentives for developers, including:</p> <ul style="list-style-type: none"> <li>- Identifying specific housing needs and suitable locations for sub-categories of affordable housing such as student accommodation, key worker housing, aged care facilities, etc.;</li> <li>- Identifying suitable land/airspace for affordable housing, including Council land, State Government land and major development sites;</li> <li>- Identifying specific locations where developer concessions could be provided where affordable housing is included as part of the development (e.g. in locations adjacent to employment or transport);</li> <li>- Encourage a mix of low cost rental accommodation (through registered housing associations) as well as areas of greater diversity/density.</li> <li>- Liaise with State Government, Places Victoria, Metropolitan Planning Authority, housing associations/ providers and other relevant parties to highlight substantial change housing areas and Structure Plan opportunity sites as appropriate locations for future affordable housing projects.</li> </ul>			
22	Advocate to State Government to provide local government more control over local planning to encourage more affordable housing provision.	Planning & Building	Ongoing	n/a
23	Advocate to the Office of Housing for the continued renewal of public housing in the municipality, including strategies to reduce concentration except where support services are easily accessible, and incorporate public housing in other areas, particularly near activity centres.	Community Development	Ongoing	n/a
24	Meet with the community housing sector on an as needs basis and provide information regarding updated housing data and research, and seek their feedback. This information should feed into a regular review of the effectiveness	Community Development	Ongoing	n/a

No	Action	Council Department	Priority	Timing
	of the housing policy, and the affordable housing policy.			
25	Continue to implement the coordinated approach to Council's regulation of rooming houses between the Environmental Health, Planning and Building Departments and extend this approach to other specialised housing types where required.	Planning & Building Environmental Health	Ongoing	n/a
26	Advocate to State government for consistent regulations for the assessment of rooming houses, requiring all statutory and safety assessments to be assessed through the Building Regulations as opposed to the Department of Justice.	Planning & Building Environmental Health	Ongoing	n/a
27	Provide adequate resources to monitor and engage with rooming house owners and managers of other specialised housing types to ensure stock is registered, well maintained and complies with regulations.	Planning & Building Environmental Health	Ongoing	n/a
<b><i>Reduce housing stress in the City of Whitehorse</i></b>				
28	Monitor and evaluate the use and effectiveness of the Housing Affordability Policy, particularly in inclusion of affordable housing in new developments.	Planning & Building Community Development	Ongoing	n/a
29	Monitor housing stress for example, through community surveys. Surveys should include identifying access, adequacy and transport to employment, service costs. Review Council's role in this area as appropriate.	Community Development	Ongoing	n/a
30	Collate and analyse ABS and specialist housing data every 5 years to monitor the supply of specialist accommodation and changing trends.	Planning & Building Community Development	Ongoing	n/a
31	Initiate a Council Food Security program, including examining the extension of community gardens, including associated training and assistance.	Planning & Building Community Development Arts & Recreation Development Engineering & Environmental Services	Ongoing	n/a
32	Continue to advocate for improved	Planning & Building	Ongoing	n/a

No	Action	Council Department	Priority	Timing
	public transport across the City.	Engineering & Environmental Services		

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### 9.2.4 HOUSING DESIGN

No	Action	Council Department	Priority	Timing
<b><i>Enhance the design quality and character of residential development</i></b>				
33	Amend the Municipal Strategic Statement to provide policy support for improving the design quality of residential development in the municipality.	Planning & Building	High	1-3 years
34	Implement the Neighbourhood Character Precinct Brochures with Preferred Character Statements and Design Guidelines to provide guidance and support for future residential development and assessments.	Planning & Building	Ongoing	n/a
35	Investigate two identified precincts for potential additional controls: <ul style="list-style-type: none"> <li>– Precinct Garden Suburban 16 (GS16), which requires detailed survey and analysis to determine its suitability for further Neighbourhood Character controls; and</li> <li>– Precinct Bush Suburban 9 (BS9), which includes several areas that may be suitable for further Significant Landscape Overlay controls.</li> </ul>	Planning & Building	Medium	4-6 years
36	Provide targeted training to staff and Councillors to enhance skills in, and awareness of, design principles and practice.	Planning & Building	Ongoing	n/a
37	Prepare and adopt design guidelines for identified opportunity sites to ensure their redevelopment positively contributes to their surrounding context, provides high quality and innovative building design and facilitates high levels of residential amenity for new and adjoining residents.	Planning & Building	Ongoing	n/a
38	Engage Council's Urban Designers to provide advice on developments in substantial change areas.	Planning & Building	Ongoing	n/a
39	Promote these actions through a community awareness program.	Planning & Building	Ongoing	n/a
<b><i>Build resilience in the City's housing stock to the impacts of climate change</i></b>				

No	Action	Council Department	Priority	Timing
40	Work with the State Government to plan for the potential impacts of climate change within the City of Whitehorse.	Planning & Building Engineering & Environmental Services	Ongoing	n/a
41	Continue to include Water Sensitive Urban Design in the pre-application and planning permit assessment stages of the planning process for housing developments.	Planning & Building	Ongoing	n/a
<b><i>Improve the environmental performance of new and existing housing</i></b>				
42	Investigate programs and initiatives to broker the retrofitting of older less efficient housing to reduce energy and water consumption and improve thermal performance.	Planning & Building Engineering & Environmental Services Capital Works	Low	7-10 years
43	Continue to advocate to the State Government and the Australian Building Code Board to strengthen environmental performance requirements for all new developments.	Planning & Building	Ongoing	n/a
44	Develop a program of initiatives to educate and inform the community about ESD initiatives that they may incorporate into new and existing dwellings.	Planning & Building Engineering & Environmental Services City Works	Low	7-10 years
<b><i>Protect environmentally sensitive areas from inappropriate development</i></b>				
45	Provide information to local residents and local development industry representatives regarding the content and requirements of the municipality regarding environmental and landscape overlays.	Planning & Building	Medium	4-6 years
46	Prepare educational material regarding native vegetation protection for property owners and developers.	Planning & Building	Medium	4-6 years
<b><i>Encourage the provision of well designed, adaptable and accessible housing</i></b>				
47	Promote the use of the <i>Liveable Housing Design Guidelines</i> to new home owners and developers (noting that other regulations, such as the building regulations, must also be complied with).	Planning & Building	Ongoing	n/a
48	Encourage and promote examples of housing design that enable future	Planning & Building	Ongoing	n/a

No	Action	Council Department	Priority	Timing
	adaptation or modify existing dwellings to meet changing needs with minimal current and future expense.			
49	Promote, through the Built Environment Awards and the Building Environment Education Program, examples of well designed housing.	Planning & Building	Ongoing	n/a