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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.

PERFORMANCE INDICATORS

Performance indicators have been provided to measure the success of the actions. Each indicator is a quantifiable characteristic or achievement within a designated timeline.

9.2 IMPLEMENTATION PLAN

The Implementation Plan is presented under the four key themes of the Whitehorse Housing Review. (NB: This table will be completed following Phase 2 Consultation).

9.2.1 HOUSING LOCATION

No	Action	Council's Role	Priority	Performance Indicators
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 may be included in the Schedule to the Zone:</p> <ul style="list-style-type: none"> - Minimum subdivision area - Permit requirement for one dwelling on a lot - The number of dwellings on a lot - Maximum building height - Open space requirements - Setbacks (front, rear, side) - Site coverage - Permeable surfaces - Landscaping - Walls on boundaries - Private open space - Front fence height - Application requirements - Decision guidelines. 			
2	<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 may be included in the Schedule to the Zone:</p> <ul style="list-style-type: none"> - Permit requirement for one dwelling on a lot - Maximum building height for dwelling or residential building - Site coverage - Permeability - Landscaping - Setbacks (Front, side and rear) - Walls on boundaries - Private open space - Front fence height - Application requirements 			

No	Action	Council's Role	Priority	Performance Indicators
	<ul style="list-style-type: none"> - Decision guidelines 			
3	<p>The areas identified for Natural Change with Access are also recommended to be zoned 'General Residential' in the Whitehorse Planning Scheme, with different schedules to the Natural Change areas, to facilitate future medium density development in accordance with the preferred future neighbourhood character. Separate Schedules varying ResCode standards may be applied to different character area types for open space, setbacks, massing and site coverage.</p>			
4	<p>Investigate the following measures:</p> <ul style="list-style-type: none"> - Encourage the retention of existing dwellings (when in good condition / consistent with local area), as part of medium density development applications. - Investigate the options for internal modifications to existing dwellings to create additional or adaptable dwellings. - Investigate / 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. - 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. - Following the release of the new Metropolitan Planning Strategy, including the updated Transport Strategy, investigate the potential to include properties with access to high quality bus services within the Natural Change with Access category. 			
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>			

No	Action	Council's Role	Priority	Performance Indicators
	<p>The following variations may be included in the Schedule to the Substantial Change Zone:</p> <ul style="list-style-type: none"> - Maximum building height requirement for a dwelling or residential building - Setbacks (front, side and rear) - Site coverage - Permeability - Landscaping - Walls on boundaries - Private open space - Front fence heights - Application requirements - Decision guidelines 			

6	<p>Implement as appropriate in Substantial Change areas</p> <ul style="list-style-type: none"> - Place making strategies - A monitoring and delivery program regarding the adequacy and performance / service levels of community and public infrastructure 			
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9.2.2 HOUSING DIVERSITY

No	Action	Council's Role	Priority	Performance Indicators
<i>Diversify the variety of housing types in the City of Whitehorse</i>				
7	<p>Update Clause 21.06 'Housing' in the Municipal Strategic Statement to ensure consistency with this Housing Strategy 2013.</p>			
8	<p>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.</p>			
9	<p>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.</p>			
10	<p>Translate the three housing change areas into the new residential zones as implemented by the Department of Planning and Community Development, introducing Schedules to reflect neighbourhood character and development objectives, in the following way:</p> <ul style="list-style-type: none"> - 'Neighbourhood Residential Zone' to be 			

No	Action	Council's Role	Priority	Performance Indicators
	<ul style="list-style-type: none"> - applied to Limited Change Areas - 'General Residential Zone' to be applied to Natural Change Areas and Natural Change with Access Areas - 'Residential Growth Zone' to be applied to Substantial Change Areas 			
11	Support the renovation and redevelopment of single houses in Limited Change Areas as a means of providing accommodation for larger household types and choice for other households			
<i>Provide housing that meets the specialised requirements of particular residents</i>				
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.			
13	Maintain relationships with Deakin University Burwood Campus and Box Hill Institute of TAFE regarding the housing needs of current and future students.			
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.			
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.			
<i>Monitor housing development trends and engage with relevant stakeholders</i>				
16	<p>Monitor development and housing and demographic trends every five years to understand housing supply and uptake. This should include the following:</p> <ul style="list-style-type: none"> - Dwelling characteristics (ABS Census Data) - Tenure type – occupied private dwellings (ABS Census Data) - Dwelling structure by household composition and family composition (ABS Census Data) - Gross household income by household 			

No	Action	Council's Role	Priority	Performance Indicators
	<ul style="list-style-type: none"> - composition (ABS Census Data) - Median property price for houses, units and apartments (A Guide to Property Values) - Median weekly rental price by housing type (Rental Report, Department of Housing Victoria) - UDP Data (Department of Planning and Community Development) - .id Forecast (City of Whitehorse) 			
17	Implement a co-ordinated development data collection system in order to track development outcomes and trends.			
18	<p>Prepare a Housing Strategy Update / Implementation Report every five years and circulate to relevant Council departments. This report should include:</p> <ul style="list-style-type: none"> - Updated population and demographic profile and projections - Assessment of dwelling mix: dwelling type and tenure - Analysis of building and planning permit data: location and type of housing development - Site and locational characteristics of development applications and constructed dwellings. 			
19	Prepare a summary sheet of the key findings and directions in the Whitehorse Housing Strategy 2013 and circulate to Council Officers, local developers, industry representatives and the community.			

9.2.3 HOUSING AFFORDABILITY

No	Action	Council's Role	Priority	Performance Indicators
<i>Increase the supply and distribution of affordable housing in the City of Whitehorse</i>				
20	Examine options to encourage more affordable housing to be provided through planning provisions to provide a stronger basis for planning staff to negotiate outcomes for the inclusion of affordable housing in developments.			
21	Continue to identify opportunities for			

No	Action	Council's Role	Priority	Performance Indicators
	<p>affordable housing in designated structure plans including specific location, localised need and design, and incentives for developers, including:</p> <ul style="list-style-type: none"> - Identifying specific housing needs and suitable locations for sub-categories of affordable housing such as student accommodation, key worker housing, aged care facilities, etc.; - Identifying suitable land/airspace for affordable housing, including Council land, State Government land and major development sites; - 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). - Providing greater detail to encourage a mix of low cost rental accommodation (through registered housing associations) as well as areas of greater diversity/density. 			
22	<p>Liaise with State Government, Places Victoria, 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.</p>			
23	<p>Advocate to State government to provide local government more control over local planning to encourage more affordable housing provision.</p>			
24	<p>Continue to investigate effective statutory mechanisms to encourage more affordable housing provision, including reviewing the success of processes implemented by other local governments.</p>			
25	<p>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.</p>			
26	<p>Meet with the community housing sector on an as needs basis and provide information regarding updated housing data and research,</p>			

No	Action	Council's Role	Priority	Performance Indicators
	and seek their feedback. This information should feed into a regular review of the effectiveness of the housing policy, and the affordable housing policy.			
27	Continue to implement the coordinated approach to Council's regulation of rooming houses between the Environmental Health, Building and Planning Departments and extend this approach to other specialised housing types where required.			
28	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.			
29	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.			
<i>Reduce Housing Stress in the City of Whitehorse</i>				
30	Monitor and evaluate the use and effectiveness of the Housing Affordability Policy, particularly in inclusion of affordable housing in new developments.			
31	Monitor housing stress on a regular basis through regular community surveys including the identification of access, adequacy and transport to employment, service costs (such as health, utility costs and other basic living expenses) and continue to review where Council can lobby or assist in these areas, as appropriate.			
31	Collate and analyse ABS and specialist housing data.			
33	Initiate a Council Food Security program, including examining the extension of community gardens, including associated training and assistance.			
34	Continue to advocate for improved public transport across the City.			

9.2.4 HOUSING DESIGN

No	Action	Council's Role	Priority	Performance Indicators
<i>Enhance the design quality and character of residential development</i>				
35	Amend the Municipal Strategic Statement to provide policy support for improving the design quality of residential development in the municipality.			
36	Implement the Neighbourhood Character Precinct Study with Preferred Character Statements and Design Guidelines to provide guidance and support for future residential development and assessments.			
37	Investigate two identified precincts for potential additional controls: <ul style="list-style-type: none"> – Precinct Garden Suburban 16 (GS16), which requires detailed survey and analysis to determine its suitability for further Neighbourhood Character controls; and – Precinct Bush Suburban 9 (BS9), which includes several areas that may be suitable for further significant Landscape Overlay controls. 			
38	Provide targeted training to staff and Councillors to enhance skills in, and awareness of, design principles and practice.			
39	Develop a local policy and guidelines that facilitate design outcomes relevant to identified areas of change.			
40	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.			
41	Prepare an information kit for planning permit applicants that outlines a site and context evaluation process as a starting point for building design.			
42	Engage Council's Urban Designers to provide advice on developments in substantial change areas.			
43	Promote these actions through a community			

No	Action	Council's Role	Priority	Performance Indicators
	awareness program.			
<i>Build resilience in the City's housing stock to the impacts of climate change</i>				
44	Work with the State Government to plan for the potential impacts of climate change within the City of Whitehorse.			
45	Monitor developments in key projects to inform future housing development and land use planning in vulnerable areas.			
46	Continue to include Water Sensitive Urban Design in the pre-application and planning permit assessment stages of the planning process for housing developments.			
<i>improve the environmental performance of new and existing housing</i>				
47	Investigate programs and initiatives to broker the retrofitting of older less efficient housing to reduce energy and water consumption and improve thermal performance.			
48	Continue to advocate to the State Government and the Australian Building Code Board to strengthen environmental performance requirements for all new developments.			
49	Develop a program of initiatives to educate and inform the community about ESD initiatives that they may incorporate into new and existing dwellings.			
<i>Protect environmentally sensitive areas from inappropriate development.</i>				
50	Provide information to local residents and local development industry representatives regarding the content and requirements of the municipality and environmental and landscape overlays.			
51	Prepare educational material regarding native vegetation protection to property owners and developers.			
<i>Encourage the provision of well designed, adaptable and accessible housing</i>				
52	Promote the use of the Liveable Housing Design Guidelines to new home owners and developers (noting that other regulations, such as the building regulations, must also be complied with)			
53	Encourage, and promote examples of, housing which has been designed to enable future adaption to meet changing needs with minimal future expense.			

No	Action	Council's Role	Priority	Performance Indicators
54	Promote, through the Built Environment Awards and the Building Environment Education Program, examples of well designed housing.			