



SGCH Operational Strategy

Affordable Housing Proposal
9 - 11 Gibbons Street Redfern



Introduction

SGCH's business is people and places. We develop and manage sustainable, safe, affordable homes, and connect people to opportunity, shaping places and local communities.

Building on our partnership with the City of Sydney that has included access to funding support for our Youth Foyer project on City Road in Chippendale, and acquiring an affordable housing site at Botany Road in Green Square, SGCH Sustainability ("SGCH") (a wholly owned subsidiary of St George Community Housing Limited), is submitting a proposal to develop 11 Gibbons Street, Redfern.

This will be for the purpose of developing new energy efficient, social and affordable housing for households on very low to moderate incomes and with a focus on housing people experiencing homelessness or at risk of homelessness.

SGCH Overview

We develop and manage sustainable, safe and affordable homes and work in partnership to create vibrant, inclusive communities. With over 30 years' experience, SGCH provides a place to call home for more than 8,900 people in 4,700 properties across the Sydney metropolitan region.

As the largest metropolitan community housing provider in NSW our portfolio will grow to nearly 7,000 homes over the next three years as we deliver our \$300 million development program of 800 new homes by 2021 and partner with NSW Government to take up management of an additional 1,400 homes in northern Sydney in 2019.

We are registered as a Tier 1 provider under the National Regulatory System for Community Housing (refer Appendix 1) which provides tenants and partners with assurance that SGCH is a well governed organisation providing high quality housing services.

Project Need

Our focus is on providing more opportunities for more people to experience safety, security and dignity of home that is both great quality and affordable and located in places people want and need to live and work. We leverage our placemaking expertise and strong partnership base to connect people to opportunity.

Fulfilling this vision in NSW is critical and – particularly in Sydney – comes with unique challenges. The social housing system is under stress. Waiting lists have increased, with more than 55,000 people currently waiting for public housing. At the same time, homelessness has increased by 37% over the past 5 years.

The key drivers of this situation are twofold – a scarcity of social housing and a lack of true affordable housing. In Sydney, the median house price is now over \$1.1 million, and is one of the least affordable of our country's capital cities to live according to this year's Anglicare

Rental Affordability Snapshot. Over 1.3 million Australian households are in housing stress, and this number is estimated to rise to 1.7 million households by 2025.

SGCH are well positioned to continue to partner and create sustainable and innovative solutions to this housing crisis. We will do this by being a partner of choice to develop more homes, sustain existing tenancies, and enhance tenants' connections to opportunities as we collaboratively shape great places.

Our commitment is that we will work to form deep and enduring relationships that create shared value by delivering outcomes for tenants and communities.

We design our buildings for the long term, taking a whole of life design assessment of materials and components to deliver dwellings that have demonstrably lower operating costs and reduced costs of life cycle maintenance and corrective repairs. As a long-term asset holder we use durable materials and select components to maintain the quality of the building appearance and functionality overall.

Our commitment to environmental sustainability, backed by access to a financing facility from the Clean Energy Finance Corporation, means that we have the unique ability to deliver industry leading environmental outcomes for the project. We will deliver an 8+-star NatHERS building incorporating high performance insulation, efficient fixtures, solar PV and water reuse strategies.

Operating Model

Our vision for 11 Gibbons Street is embedded in SGCH' organisational purpose to connect people to opportunity and collaboratively shape great places.

Our operating model for the project builds on our expertise in delivering high quality housing services for social and affordable housing tenants.

A permanent SGCH office will be located within the proposed development. The office will accommodate approximately 20 employees including:

- support co-ordination team,
- housing allocation team,
- place making staff to assist with employment pathways,
- tenancy managers, and
- handy people.

Staff will work normal business hours, however if an issue arises outside business hours there is dedicated staff (offsite) who are available to assist with urgent matters.

We have a long history in partnering with local services in the City of Sydney to assist people most at risk of homelessness to access appropriate support to sustain their tenancy and improve their health and wellbeing. This includes the management of the Port Jackson Supported Housing Program for over 10 years which provides 211 properties across City of Sydney, Inner West and Eastern Suburbs in partnership with 26 support services.

Affordable and Social Housing

The project will include both social and affordable housing to meet housing need and Sustainable Sydney 2030 housing targets. We have committed funding under the Social and Affordable Housing Fund and other sources which will allow us to deliver 40 to 60 social housing units and the remaining units as affordable housing.

Table 1. Policy settings

	Social Housing	Affordable Housing
Description	Secure, long term housing for people on very low incomes	Subsidised housing for people working on low to moderate incomes
Policy settings	Housing Pathways NSW Community Housing Rent Policy SGCH policies and procedures	NSW Affordable Housing Guidelines SGCH Affordable Housing Policy
Proposed rentals	25% of gross household income 100% Commonwealth Rent Assistance	30% gross household income 100% Commonwealth Rent Assistance (where applicable)

Target Groups

A Local Allocation Strategy will guide our tenant allocations for the project to ensure we deliver a long term sustainable social mix of social and affordable housing tenants. A Draft Local Allocation Strategy is attached as Appendix 2 of this report.

Social Housing

Social housing will be allocated to meet **priority housing needs** in accordance with Housing Pathways policies and procedures. There are currently over 320 priority households on the NSW Housing Register waiting for social housing in this area and over 1,000 general applicants indicating a very high demand for social housing.

Priority housing means **households experiencing homelessness or at risk of homelessness** where they are in unstable housing circumstances and their existing accommodation is inappropriate for basic housing requirements.

Under the Local Allocation Strategy, we propose to work with our partners and City of Sydney to target social housing to meet the following priority housing needs:

Table 2. Target groups

Target Group	Partners
Homelessness (rough sleepers)	Neami Way2Home
Aboriginal and Torres Strait Islanders	WEAVE Aboriginal Medical Service
Older, single women	Womens and Girls Emergency Centre
Women with children experiencing domestic and family violence	B. Miles Foundation Womens and Girls Emergency Centre

Affordable housing

Affordable housing delivered on the site will provide affordable rental accommodation for people working and living in the City of Sydney. Affordable housing will be allocated and managed by our specialist Affordable Housing Team.

Through our Local Allocation Strategy and connections with local services we will also target units to:

- the target groups identified above, where affordable housing is the most appropriate housing type
- people currently working in or with a connection to City of Sydney
- a sustainable mix of low and moderate income households.

Tailored Support Coordination for Tenants

A key feature of the delivery model of services for tenants is the provision of Tailored Support Coordination which includes the following:

- development of tenant support services plan to link tenants to appropriate support services
- ongoing health checks to ensure tenant is able to sustain their tenancy
- annual tenant needs reassessment and update of support plan.

Under this model our specialist Support Coordinators work collaboratively with tenants to assess need and facilitate connection with appropriate support, training, education and/or employment from within our established network of support services.

This includes connecting to our Employment and Opportunities Manager and innovative Catalyst program which offers individualised training, brokerage and coaching for tenants to achieve their employment and training goals. In 2017, we engaged with 83 tenants through this program and successfully connected 27 individuals into accredited training and/or paid employment.

Appendix 1

Community Housing Provider Registration



Provider Detail



Provider Information

Name:	SGCH Sustainability Ltd
Trading Name:	
Previous entity name:	
Entity Type:	Company limited by guarantee
ABN:	21 606 965 799
Affiliated entities:	Yes
Primary Jurisdiction:	New South Wales
Other Jurisdictions:	
Phone:	

Registration Information

Category of Registration:	Tier 1
Registration Number:	R5843150924
Registration Status:	Registered - Approved
Registration Start Date:	8/10/2015
Standard Conditions of Registration:	NRSCH Standard Conditions of Registration (includes all elements of the National Regulatory Code)
Registration Cancellation Date:	

Appendix 2

Draft Local Allocation Strategy

Gibbons Street, Redfern

Purpose

The Local Allocation Strategy will guide housing allocations to specific tenant cohorts to meet local need and to deliver an integrated community of social and affordable housing.

Social Housing

Objectives of LAS	<ul style="list-style-type: none"> • Create a sustainable and balanced mix of social housing tenants through a localised approach • Make the best use of the housing stock available (bedrooms and design modifications are utilised where possible) • Reduce demand on the social housing waiting list.
Rationale	<p>Gibbons Street Redfern is a high density site that will incorporate a mixed community of social and affordable housing. The LAS has been developed to ensure that vulnerable clients are not placed into housing that may exacerbate current health conditions, contributes to anti-social behavior and/or an unsustainable tenant social mix.</p>
Allocation Strategy	<p>We will work with our support partners and the City of Sydney to target social housing to meet the following priority housing needs:</p> <p>Target groups</p> <ul style="list-style-type: none"> • Homelessness (rough sleepers) • Aboriginal and Torres Strait Islander people • Older, single women • Women with children experiencing domestic and family violence <p>Eligibility requirements</p> <p>All applicants must have a live application on the NSW Housing Register. A short list of suitable applicants will be made using the following criteria of individuals or households who:</p> <ul style="list-style-type: none"> • require long term social housing assistance • receive ongoing support from an organisation, program or a person or willing to engage with a service provider

	<ul style="list-style-type: none"> • can live in high rise or high-density housing.
<p>Supporting Strategies/ Actions</p>	<p>Partnerships SGCH will manage with partnerships specialised support services who will provide referrals and support for the target groups including the following partner services</p> <p>Neami Way2Home will provide referrals and support for people experiencing homelessness in the City of Sydney.</p> <p>Women’s and Girl’s Emergency Centre will provide referrals and support for older women and women experiencing domestic and family violence.</p> <p>WEAVE will support referrals and support for Aboriginal and Torres Strait Islander allocations.</p> <p>Partner services will be required to commit to the Gibbons Street Partnership Compact that sets out the principles and approach to working together under the LAS.</p> <p>Non standard allocations Due to the high concentration of social housing tenancies on this site, SGCH will make non-standard selections from the NSW Housing Register with the aim of minimising the risk of an unsustainable tenant social mix.</p> <p>SGCH may choose to by-pass applicants on the priority housing register to meet this aim where required. Modified, level access dwellings may be allocated to those deemed with the most need for that type of accommodation. All non-standard allocations will be appropriately documented and approved by the Head of Metro region, SGCH.</p> <p>Housing assistance SGCH will identify tenant needs at point of allocation and throughout the tenancy to ensure all households receive the appropriate support to sustain their tenancy. Tenants will be linked to appropriate and available services e.g. domestic assistance, personal assistance, community groups.</p>
<p>Impacts of LAS</p>	
<p>Potential impact on waiting times/ availability of housing options</p>	<p>The LAS is not expected to have a significant impact on waiting times/ availability of housing options. The site restrictions may exclude households on the NSW Housing Register with mobility restrictions, or who cannot live in high rise/ high density which may include families with young children and people with a severe or persistent mental illness.</p>

Affordable Housing

Objectives of LAS	<ul style="list-style-type: none"> • Create an affordable housing option in a key location for low to moderate income earners • Create a viable exit pathway from social housing to affordable housing choices • Ensure households do not pay more than 30% of their gross household income towards rent.
Rationale	<p>Affordable housing is open to a broader range of household incomes than social housing and can bridge the gap between social and market (private) housing.</p>
Allocation Strategy	<p>Target groups Through this Local Allocation Strategy and connections with local services we will also target units at 11 Gibbons Street to:</p> <ul style="list-style-type: none"> • The Social Housing target groups identified above, where affordable housing is the most appropriate housing type • people currently working in or with a connection to City of Sydney • a sustainable mix of low and moderate income households. • Priority will be given to households exiting social housing. <p>Eligibility requirements</p> <ul style="list-style-type: none"> • Must meet <i>NSW Affordable Housing Ministerial Guidelines</i> eligibility requirements • All applicants must complete an application for affordable housing and be added to a waiting list maintained by SGCH if eligible • Annual eligibility reviews will be undertaken.
Supporting Strategies/ Actions	<p>Advertising Vacant properties will be advertised through online channels such as realestate.com.au and domain.com.au and potential local retail shop fronts.</p> <p>Wait list SGCH will maintain a wait list of eligible applicants.</p> <p>Partnerships SGCH will use local partnerships and the Gibbons Street Partnerships Compact to support the allocation and exit planning for those living in affordable housing.</p>