



ACT
Government

Suburban Land
Agency

SUBURBAN LAND AGENCY

Affordable Home Purchase Scheme

PROJECT PLAN

Implementation of Action 2

Housing Affordability Strategic Action Plan

September 2021

Document Control

The Project Plan is a managed document. For identification of amendments, refer to the version control information. Recipients should remove superseded versions from circulation.

Document Authorisation

This document has been approved for release as follows:

Version	Date	Approver Name	Approver Position
1.0	Click or tap to enter a date.	Insert name of approver.	Insert position title of approver.

Version Control

The following table details the published date and amendment details for this document:

Version	Date	Prepared By	Reason
1.0	06/09/2021	Antonia Harmer	First Version
2.0	Click or tap to enter a date.	Insert name of person who prepared version.	Insert details of amendments or reason for new version.
3.0	Click or tap to enter a date.	Insert name of person who prepared version.	Insert details of amendments or reason for new version.

Contents

Document Control.....	2
Document Authorisation	2
Version Control	2
Introduction	4
Project Overview.....	4
Project Scope	5
Related Projects or Programs	5
Project Oversight and Governance	5
Project Approach, Assumptions, Constraints and Opportunities.....	6
Project Objectives	6
Project Owner	6
Quality Assurance	7
Reporting.....	7
Review Points.....	7
Change Management.....	7
Project Schedule, Milestones, Roles and Responsibilities	8
Resource Management.....	17
Revenue	17
Budget.....	17
Anticipated Procurement Requirements.....	17
Procurements.....	17
Evaluation and Benefits Realisation.....	17
Benefits	17
Evaluation	18
Risk Management	18
Communications and Stakeholder Engagement.....	18
Project Closure.....	20
Relevant Policies and Legislation	20
Appendices.....	20

Introduction

The Affordable Home Purchase Scheme Project Plan (Project Plan) is a project management document, which will be used as a tool to manage the project and monitor project progress. The Project Plan identifies resources, strategies and actions necessary to achieve the objectives and key deliverables and milestones of the project.

This Project Plan is intended to guide the Agency through a series of actions to improve the Affordable Home Purchase Scheme (the AHPS). It will be reviewed and updated as progress is made towards this goal.

Project Overview

Category	Description
Project Authority	<ul style="list-style-type: none"> The AHPS was established by the ACT Government in 2018 as a way of connecting developers of affordable housing with approved eligible buyers. The Suburban Land Agency (Agency) assumed responsibility for administering the AHPS in December 2019 from the Environment Planning and Sustainable Development Directorate (EPSDD). The AHPS is Action 2 of the Agency's Housing Affordability Strategic Action Plan (the Action Plan), approved by the Agency's Board in December 2020.
Project Description	<p>The assists low-to-moderate income households to enter the housing market by providing homes for purchase at affordable rates. The AHPS requires applicants to meet a set of eligibility criteria to buy a home through the Scheme.</p> <p>EPSDD establishes the eligibility criteria as well as price thresholds for the AHPS, but the Agency administers and implements the program. We assess the eligibility of individual buyers, work with developers to make sure they meet their obligations, and match eligible buyers with the developers of homes they are interested in.</p> <p>Sites identified for Affordable Home Purchase are sold with contractual requirements in place to ensure the affordable housing dwellings meet specified design requirements and will be offered to eligible buyers as part of the AHPS.</p> <p>The Agency aims to improve the scheme through a range of measures to increase awareness, improve eligibility numbers and sales conversion rates, and enhance the overall buyer experience.</p>
Yield Description	Housing targets are published via Notifiable Instrument under the <i>City Renewal Authority and Suburban Land Agency Act 2017</i> .
Timeframe Overview	The project is ongoing. Timeframes for project milestones are listed below in the Project Schedule.

Revenue Description	The Suburban Land Agency sets prices for the sale of sites based on independent market valuations.
Budget	Insert a summary of the budget for the project, based on the approved business plan.

Project Scope

The Agency will continue to implement and improve the AHPS as described in Action 2 of the *Agency's Housing Affordability Strategic Action Plan* (the Action Plan).

There are several identified areas which the Agency seeks to improve that will enhance the overall effectiveness of the scheme. These areas include:

1. **Marketing strategy and communications plan** to increase awareness and promote the scheme to a broader audience, increase number of registrations, sales conversion rates and improve the way the Agency communicates with eligible buyers, property developers and other key stakeholders.
2. **Enhanced website** to improve buyer education and the quality of information available to prospective participants, such as smart forms, self-assessment opportunities, referral pathways and strengthening relationship between buyer 'eligibility' and financial capacity.
3. **Process and practice improvements** to streamline and improve application process, online self-assessment forms, review of income assessment, enhance the overall buyer experience, increase efficiencies and reduce manual data entry.
4. **Product quality, sustainability and energy efficiency.** Review opportunities to increase product quality, sustainability and energy efficiency, noting these improvements may attract higher capital costs and may challenge the current price thresholds.
5. **Compliance and verification** by reviewing Project Development Deeds; tightening relevant clauses; restriction of sale to prevent windfall gains; Improving tracking and governance – including verification, obligations for the developer to deliver to appropriate standards and right to inspect.
6. **Policy improvements** by contributing to scheme reviews and providing constructive feedback to EPSDD on eligibility criteria, price thresholds and other policy improvements to enhance the scheme.

Related Projects or Programs

The following projects are related to this project:

ACT Housing Strategy

Project Oversight and Governance

This section outlines the governance arrangements for the project, including the project approach, objectives and owner, and quality assurance and change management arrangements.

Project Approach, Assumptions, Constraints and Opportunities

The Agency has identified 10 key actions in the Action Plan to guide implementation of the ACT Housing Strategy and deliver affordable living, social inclusion and housing choice for the community. The AHPS is Action 2 of the Action Plan.

The scheme has been operational since 2018 so the project approach will be targeted towards ongoing improvements.

EPSDD is responsible for overseeing the delivery of Housing Targets and AHPS policy issues, therefore the Project Plan focuses on implementation improvements within the Agency's control.

Project Objectives

The AHPS increases the supply of affordable home ownership and reduces the costs for households to enter the housing market. Improving the operation of the AHPS is intended to:

- increase participation in the AHPS, including increasing the numbers of eligible buyers and the number of successful property purchases
- improve the customer experience for both eligible buyers and developers/builders participating in the AHPS
- streamline the Agency's processes, to make administration of the AHPS more efficient
- improving quality assurance measures to ensure good quality homes are being delivered by builders/developers as part of the AHPS

The objectives of the project are aligned to the Agency's non-financial objectives:

- Affordable Living: offers an opportunity for buyers to reduce their upfront costs of purchasing a new home.
- Social inclusion: supports a mix of housing models being included in new communities.
- Housing choice: provides an additional pathway into housing for the community.

The AHPS directly contributes towards addressing the goals and actions outlined in the *ACT Housing Strategy and Implementation Plan*:

- > **Goal 5A: provide more affordable homes for purchase**
 - **Action 2:** investigate mechanisms to protect and maintain dedicated, individual titled affordable home purchase homes.
 - **Action 6:** explore the viability of dedicated affordable home purchase properties to be constructed and sold to eligible households on the ACT Government's home purchase database.

Project Owner

The Project Owner is responsible for managing the project, including preparing the Project Plan and monitoring and reporting on project progress. It is the responsibility of the Project Owner to ensure all stakeholders are aware of their roles and to manage the project budget. The below table sets out the Suburban Land Agency staff member(s) who is the Project Owner:

Position Title	Name	Reporting Line
<i>Doc Number</i> A30438419	<i>Issued</i> September 2021	<i>Review Date</i> September 2022
		<i>Area Responsible</i> Housing Choice
		<i>Page</i> 6 of 20

Manager, Affordable Housing	Teagan Valeri	Program Manager, Housing Choice – Jessica Hillcrest
-----------------------------	---------------	---

Quality Assurance

In order to provide assurance of quality during delivery of the project, regular reporting and review points will be used. Consultancy reports and business cases will be reviewed and thoroughly quality checked through the Working Group and Board approval processes.

Reporting

The following reporting will take place during the project:

Reporting Mechanism	Reported By	Reported To	Format	Frequency
Board Report	Teagan	Board	Board report format	Monthly / as required
Balanced Scorecard	Teagan	Board	Excel	Quarterly
Minister's Weekly Brief	Teagan	Minister	Brief	Weekly / as required
Annual Report	Teagan	Public	Annual Report Format	Annually

Review Points

To ensure consistency in project delivery and control of project outcomes, a number of review points for the project are established. The responsible area is required to inform the Project Owner on reaching a review point.

Review Item	Review Points
Progress on actions within Project Plan	Monthly meeting
Marketing strategy	Refer to marketing plan for review points
Reporting	Refer to above reporting

Change Management

To ensure a 'no surprises' approach to the project, regular reporting on project progress and any emerging risks will take place. However as the project extends over a period of time, it can be expected that some changes will be required, either due to variances or external changes. In order to manage change, the following processes will be followed. The following 'traffic light system' documents the different levels of change and the process for approving such changes to the project:

Change Category	Definition	Approval Processes
Minor change	Minor changes to the project which can be accommodated within existing budget and schedule, with variances reported as appropriate.	Manager, Affordable Housing submit request for change to Program Manager, Housing Choice for approval.

Standard change	Changes to the project that would have a minor-medium impact on the overall project schedule or budget or minor implications for stakeholders.	Manager, Affordable Housing submit request for change to Program Manager, Housing Choice for approval and escalation as required.
Major change	Substantial changes to the project that would impact on the project objectives, change the project scope, have a major impact on the overall project schedule or budget or major implications for stakeholders, including broader impacts on the Suburban Land Agency.	Program Manager, Housing Choice request approval for major changes from Executive Director, Built Form and Divestment.

Project Schedule, Milestones, Roles and Responsibilities

The below table outlines the project schedule, including key milestones and stakeholder roles and responsibilities. The responsible stakeholders are labelled as Responsible (R), Accountable (A), Consulted (C) or Informed (I) in accordance with the RACI responsibility assignment model:

- The Responsible stakeholder is the person who does the work to achieve the task.
- The Accountable stakeholder is the person who is accountable for the correct and thorough completion of the task, usually the person whom the Responsible stakeholder reports to.
- The Consulted stakeholder provides information for the project and is involved in two-way communication.
- The Informed stakeholder is kept informed of progress and is usually affected by the outcome of the task.

Project Schedule		Stakeholder Roles and Responsibilities			
Key Milestone	Progress / Due Date	Responsible	Accountable	Consulted	Informed
1. Marketing Strategy and comms plan					
Conduct market research and present findings	Complete September 2021	TANK / Chantelle Lustri, Marketing	Josie Khng, Marketing	Housing choice Team, stakeholders and buyers	Executive
Marketing Strategy and comms plan <ul style="list-style-type: none"> ○ Key stakeholder audience personas (late Sep-mid Oct) ○ Naming territories, positioning and taglines (early-mid Oct) ○ Naming development and presentation (mid-late Oct) ○ Communications Strategy development and presentation (late Sep to late October) 	Complete January 2022	TANK / Chantelle Lustri, Marketing	Josie Khng, Marketing	Housing choice Team	Executive
Marketing effectiveness and Evaluation <ul style="list-style-type: none"> ○ Write questions (late Sep to early Oct) ○ Internal and external stakeholder interviews (early-mid Oct) ○ Synthesis and documentation integration of insights (mid-late Oct) ○ Design, development, presentation and refinement of effectiveness plan (late Oct to early Nov) 	Complete February 2022	TANK / Chantelle Lustri, Marketing	Josie Khng, Marketing	Housing choice Team and stakeholders	Executive
Design and voice <ul style="list-style-type: none"> ○ Concept development, visual language, logos and two refinement rounds (mid-Nov to mid-Jan) 	February – March 2022	TANK / Chantelle Lustri, Marketing	Josie Khng, Marketing	Housing choice Team	Executive

Project Schedule		Stakeholder Roles and Responsibilities			
Key Milestone	Progress / Due Date	Responsible	Accountable	Consulted	Informed
2. Enhance Website					
Develop smart forms to improve data management, self-assessment, application process and integration with MailChimp interface. Investigate integration with future CRM database and do user testing	Complete January 2022	Amy Lee – Client Liaison Officer, Housing Choice Sarah Curby, Marketing	Teagan Valeri - Manager, Affordable Housing	Jessica Hillcrest, Program Manager, Housing Choice	Nicholas Holt, ED, Built Form and Divestment
Improve website: <ul style="list-style-type: none"> - Ascertain what updates are possible within the current website functionality - Update FAQs to include sub category drop-down menus (get budget from C8) - Translate FAQs to most common Sign-Up language - Create workflow graphic demonstrating process for AHPS - MoneySmart mortgage calculator – linked - complete - Reference Build Buy Renovate Website – Complete > Refresh of website ahead of rebranding in 2023 -	In-progress April 2022 Due to Web Team July 2022	Amy Lee Teagan Valeri Sarah Curby	Teagan Valeri	Jessica Hillcrest	Nicholas Holt
Add referrals to alternative housing options on the SLA website. <ul style="list-style-type: none"> • Add link to sign up page • Improvements to be made to online registration to include an income response 	Complete May 2022	Amy Lee Teagan Valeri Sarah Curby	Teagan Valeri	Jessica Hillcrest	Nicholas Holt

Project Schedule		Stakeholder Roles and Responsibilities			
Key Milestone	Progress / Due Date	Responsible	Accountable	Consulted	Informed
<p>tool that directs applicants in income quintile 1 to alternative housing options. This will help to divert people to more appropriate housing alternatives if they are unable to save for a deposit or service a mortgage – TBC with current website capabilities</p> <ul style="list-style-type: none"> • Include integrated online Borrowing Capacity/Mortgage Repayment Calculator to website – linked • 					
3. Process and practice improvements					
<p>Improve customer journey and following key areas of application process and income assessment:</p> <ul style="list-style-type: none"> • Improve and clarify general income assessment techniques and information calculation methods • To be confirmed with EPSD as to what we can publicly publish by Aug 2022 (in line with thresholds etc) 	In-progress Aug 2022	Teagan Valeri	Teagan Valeri	Jessica Hillcrest	Nicholas Holt
<ul style="list-style-type: none"> • Research and review of income criteria and assessment techniques used by similar government bodies • Research and review of income assessment focusing on taxable income as an alternative to gross income • Research and review wording options for income assessment – consider option to 	Complete – December 2021	Teagan Valeri	Teagan Valeri	Jessica Hillcrest	Nicholas Holt

Project Schedule		Stakeholder Roles and Responsibilities			
Key Milestone	Progress / Due Date	Responsible	Accountable	Consulted	Informed
assess previous financial year income only					
<ul style="list-style-type: none"> Move to a smart-form data collection system with mandatory fields Next step: review as part of CRM Integration	Complete December 2021	Amy Lee Teagan Valeri	Teagan Valeri		
<ul style="list-style-type: none"> Move most demographic data collection to application form Next step: review as part of CRM Integration	Complete/ongoing	Amy Lee Teagan Valeri	Teagan Valeri		
<ul style="list-style-type: none"> SOP for Eligibility Criteria/Assessment – complete April 2022 To be circulated noting EPSD SOP not finalised 	July 2022				
<ul style="list-style-type: none"> Present revised SOP(s) to EPSDD for approval. Above SOP and development assessment SOP 	July 2022	Teagan Valeri	Teagan Valeri		
<ul style="list-style-type: none"> Engage building inspector for House & Land build inspections <ul style="list-style-type: none"> - Finalise scope -Develop budget 	July 2022	Teagan Valeri/Nishi/Josh	Teagan Valeri		
Contribute to CRM sales force project, inc user testing	Complete	Teagan Valeri	Nick Crossley	Housing Choice Team	Nicholas Holt, ED, Built Form and Divestment

Project Schedule		Stakeholder Roles and Responsibilities			
Key Milestone	Progress / Due Date	Responsible	Accountable	Consulted	Informed
Facilitate CRM transition – including <ul style="list-style-type: none"> – transferring processes such as releases and ballots – Data accuracy (checking transfer of data) complete April 2022 (to the best of our knowledge) – Timing of next module (linking affordable releases to sites) 	Complete June 2022	Teagan Valeri Amy Lee	Teagan Valeri	Jessica Hillcrest, Program Manager, Housing Choice	Nicholas Holt
Salesforce program <ul style="list-style-type: none"> – Ballot system to be functioning – Delete duplicate data – Next module (linking) 	August 2022	Teagan Valeri/Digital Solutions	Teagan Valeri	Jessica Hillcrest, Program Manager, Housing Choice	Nicholas Holt
Develop internal audit processes <ul style="list-style-type: none"> – Ballot SOP – Assessment SOP 	April 2022	Teagan Valeri	Teagan Valeri		
Develop a set of auto-reply email templates for FAQs and various buyer correspondence to prevent duplication of effort.	Complete November 2021	Amy Lee	Teagan Valeri	Jessica Hillcrest, Program Manager, Housing Choice	Nicholas Holt
Creation of Special Circumstances SOP: <ul style="list-style-type: none"> • Review hardship policy and submit for approval - complete • Develop Special Circumstance Policy in conjunction with EPSD including escalation process – SLA contribution provided – EPSD has not further progressed at July 2022 	In-progress July 2022	Teagan Valeri (and EPSDD)	Teagan Valeri	Jessica Hillcrest	Nicholas Holt

Project Schedule		Stakeholder Roles and Responsibilities			
Key Milestone	Progress / Due Date	Responsible	Accountable	Consulted	Informed
<ul style="list-style-type: none"> > Develop a builder/developer info pack for inspections and timeline for house & land – July 2022 > General info sheet for MUD sites – May 2022 	In progress – July 2022	Teagan Valeri	Teagan Valeri	Jessica Hillcrest	Nicholas Holt
Improve nationality data collection to better inform marketing strategies. Consult marketing team and link to the TANK marketing strategy.	Complete October 2021	Amy Lee	Teagan Valeri	Jessica Hillcrest	Nicholas Holt
Create a new starter guide for managing the Affordable Home Purchase Inbox (shared email) management procedure to clarify roles of data and correspondence management. Consider using colour markers to allocate work in this area.	Complete November 2021	Amy Lee	Teagan Valeri	Jessica Hillcrest	Nicholas Holt
Perform a review of Objective file structures and naming conventions to improve uniformity. Update Objective file divider workflows accordingly and then apply to Housing Choice structure	Complete December 2021	Teagan Valeri and Amy Lee	Teagan Valeri	Jessica Hillcrest	Nicholas Holt
Finalise transfer of files in Objective - all housing sites	In progress April 2022	Amy Lee Teagan Valeri	Teagan Valeri		
Improve Sales contracts to developers and builders <ul style="list-style-type: none"> • Develop a matrix of different types of sales documents eg PDD, P&C, issues, gaps and strategies • Revise PDD template for GSO/external – complete May 2022 	June 2022	Teagan Valeri	Teagan Valeri	Jessica Hillcrest	Nicholas Holt

Project Schedule		Stakeholder Roles and Responsibilities			
Key Milestone	Progress / Due Date	Responsible	Accountable	Consulted	Informed
4. Product quality, sustainability and energy efficiency					
Revisit Design brief scope <ul style="list-style-type: none"> Review of the AHPS Finishes and Inclusions list and develop design guidelines to improve design quality, sustainability and liveability of AHPS product. – <i>internal review and revision onlt</i> Assess the costs of building affordable housing in relation to price thresholds – external QS to be procured – September 2022 	July 2022	Amy Lee	Teagan Valeri Amy Lee	Jessica Hillcrest	Nicholas Holt
5. Compliance and verification of buyers and builders					
Project Development Deeds Review – Tightening relevant clauses; Improving tracking and governance – including obligations for the developer to deliver to appropriate standards, right to inspect etc. (<i>Refer to Design brief scope of works</i>)	Complete May 2022	Teagan Valeri w Sales team	Jessica Hillcrest,	Toni Harmer,	Nicholas Holt,
Review Public housing inspection checklist and consider adopting an ‘inspection’ system requiring photos and desktop audit for compliance checking <ul style="list-style-type: none"> To be done in conjunction with House and Land inspection process 	July 2022	Teagan Valeri -	Jessica Hillcrest,	Housing ACT	Nicholas Holt, ED,

Project Schedule		Stakeholder Roles and Responsibilities			
Key Milestone	Progress / Due Date	Responsible	Accountable	Consulted	Informed
Develop Scope and Budget for contractor inspections (House & Land) – procurement	Complete - March 2022	Teagan Valeri			
–Develop Risk Management Plan for AHPS	Complete - March 2022	Toni Harmer, Teagan Valeri	Jessica Hillcrest,	Amy Lee –	Nicholas Holt
6. Policy improvements					
Collect and provide general scheme feedback to EPSDD in a more formal way – create a shared issues log in objective to facilitate information sharing between branches.	December 2021 - ongoing	Teagan Valeri -	Jessica Hillcrest,	Housing Choice Team, EPSDD, scheme participants	Nicholas Holt
Develop steps to take ownership of AHPS Delivery - change in process	February 2022 - ongoing	Teagan Valeri	Teagan Valeri		
Contribute to various reviews and policy improvements: <ul style="list-style-type: none"> • Eligibility criteria review • AHPS desktop review • ‘variations policy’ that increases design, sustainability and inclusion flexibility • Price threshold review • Prevent windfall gains through restriction of sale 	Ongoing 2021-22	Teagan Valeri -	Jessica Hillcrest,	Housing Choice Team, GJV, Valuations team and Nick Vitalis and EPSDD	Nicholas Holt

Resource Management

This section outlines the resourcing arrangements for the project.

Revenue

Budget

The total project budget is \$0,000 (excluding GST) for the 2021-22 financial year.

The budget expenditure breakdown is as follows:

Project phase/milestone/funded task	Cost (GST exclusive)
Total project budget:	Insert total project budget.

Anticipated Procurement Requirements

The following procurement requirements are anticipated to support the successful delivery of the project, including the utilisation of the Professional Services Panel Deed 29912.21049.

Procurements

The below table outlines estimated values and timeframes for procurement processes to be undertaken as part of the project.

Procurement Purpose	Proposed Procurement Method	Estimated Timeframe	Estimated Value
Inspection and Construction state reporting	RFQ	12 months	\$60,000?

Evaluation and Benefits Realisation

Project evaluation allows for the identification, monitoring, measurement and management of the project's success factors and benefits, and the capturing of lessons learned. Ongoing evaluation will ensure the project is being effectively implemented and may identify areas for improvement or where greater efficiency could be achieved.

Benefits

The following table highlights the key benefits of the project, and the targets that the project aims to achieve. These benefits will be monitored and measured at key milestones to ensure the project is on track to deliver against expectations:

Benefit	Performance Indicator	Target	Expected Completion
<i>Doc Number</i> A30438419	<i>Issued</i> September 2021	<i>Review Date</i> September 2022	<i>Area Responsible</i> Housing Choice
			<i>Page</i> 17 of 20

Increase affordable home ownership for lower and moderate-income	Number of dwellings sold to eligible purchasers	TBD	2023
--	---	-----	------

Evaluation

In addition to statutory requirements, such as reporting in the Suburban Land Agency Annual Report, an Issues Log and Register of Lessons Learned will be maintained for the duration of the project. The project will also be evaluated through the following mechanisms:

- The Agency will measure and report progress against the Housing Affordability Strategic Action Plan and ongoing key performance indicators of the AHPS.
- An Evaluation Plan will be developed to measure the effectiveness of AHPS.

Risk Management

Initial project risks and their proposed treatments are summarised here. A risk management plan will be developed as part of this project.

Risk	Proposed treatment(s)
	•
Home purchaser cannot continue to service mortgage and other associated costs of home ownership (eg rates, utilities, body corporate)	• Establish eligibility criteria and provide education to potential eligible buyers
Balancing scale and maximum price point thresholds to avoid adversely stimulating demand in the broader housing market	• Thorough modelling and analysis
Low take-up of scheme	• Market research and promotion of scheme
Windfall gains	• SLA and EPSDD is exploring how to prevent windfall gains

Communications and Stakeholder Engagement

A Housing Choice Stakeholder engagement plan is being developed and will link to this project plan.

The following table summarises the key external stakeholders and communication and engagement activities that have been identified for the project.

Stakeholder Name	Project Interest	Communication Activity	Key Messages	Timeframe
Minister	Interest in Affordable Housing and achieving outcomes in ACT Housing Strategy,	Briefings and possible launch	Progress updates / announcements	Minister's weekly brief and quarterly reports

	statement of expectations and Intent			
Board	Strategic Direction and responsible for Housing Affordability Strategic Action Plan	Board reports, presentations, consultant reports	Progress updates and detailed briefings	Ongoing
Executive	Strategic Direction and responsible for Housing Affordability Strategic Action Plan	PwC Workshop and consultancy reports	Progress updates	Ongoing
Sustainability Release and Coordination, Development Delivery and Sales Teams	Responsible for releasing and selling sites and meeting Housing Targets	ILRP and Project control group meetings	Release and housing Target coordination	As required
EPSDD Policy	Responsible for reviewing AHPS and developing policy for the scheme	Meetings, emails, regular liaison and provision of feedback	Opportunities to review information and provide input	ongoing
Industry peaks: PCA, MBA, HIA	Represent building industry and interested in affordable housing	Consultation activity TBD	TBD	TBD
Community partners	Interested in ACT Housing Strategy and represent community groups and eligible buyers	Consultation activity TBD	TBD	TBD
Environmental Groups	Interested in sustainable housing design	Consultation activity TBD	TBD	TBD
Eligible buyers / General public	Interested in affordable home ownership	Promotion and Advertising of	Opportunities for home ownership	ongoing
Developers / Builders	Building affordable dwellings	Contract management	Opportunities to deliver affordable housing	Ongoing

--	--	--	--	--

Project Closure

The project will be closed when all milestones outlined in the Project Plan have been achieved, and all deliverables have been finalised. A Project Closure Planning template is attached.

Relevant Policies and Legislation

The following are relevant policies and legislation for delivery of the project:

- *ACT Housing Strategy*
- *SLA Housing Affordability Strategic Action Plan*
- *Parliamentary and Governing Agreement for the 10th Legislative Assembly*
- *City Renewal Authority and Suburban Land Agency Act 2017*
- *Planning and Development Act 2007*
- *Financial Management Act 1994*
- *Work Health and Safety Act 2011*

Appendices

The following is a list of appendices:

- Insert a list of all appendices, such as the Business Plan, Project Changes Register, Gantt Chart, Procurement Plans, Contract Management Plans, Issues Log and Register of Lessons Learned, Evaluation Plan, Risk Management Plan, Communication Strategy, Stakeholder Engagement Plan, Marketing Plan, Closure Plan.

Dir: Suburban Land Agency Agency / Branch / Event: ACT Affordable Housing Scheme															
Risk Reference	The Risk:	Risk Owner	Risk Controls Currently in Place	Risk Rating			Control Effectiveness	Further Treatments (Y/N)	Further Treatments to Improve rating	Strategy / Implementation	Treatment Owner	Due Date	Risk Rating		
				Consequence	Likelihood of Consequence	Inherent Risk Rating							Consequence	Likelihood of Consequence	Residual Risk Rating
1	Inadequate internal systems / processes	Program Manager	Some procedures in place Application process now online to avoid paper Transitioning to new CRM	3	4	High	Has Room for improvement	Yes	Additional procedures to be documented Complete transitioning to new CRM Evaluate any gaps in the new CRM Assess resource needs (eg additional permanent staff?) Develop an internal audit process for Scheme	Outline some of the Salesforce risks and mitigation steps in the project plan Add internal audit process to Project Plan Resource needs to be part of broader discussion					
2	Errors in ballot process	Program Manager	Documented procedures Revised Terms and Conditions to enable easy ballot entrant review and removal processes New CRM should automate some of the process	3	3	Medium	Has Room for improvement	Yes	Additional procedures to be documented Complete transitioning to new CRM Evaluate any gaps in the new CRM Assess resource needs (eg additional permanent staff?) Spot QA checks	Add spot QA checks to ballot SOP - for eligibility (post Salesforce)					
3	Errors in application assessment	Program Manager	Applicants complete statutory declaration Online application process now in place that includes some mandatory fields Occasional temporary resources available Documented procedure	2	3	Medium	Has Room for improvement	Yes	Assess resource needs (additional permanent staff?) Spot QA checks Develop an internal audit process for Scheme	Add spot QA checks to eligibility SOP - now eligibility is only assessed after being drawn in ballot					
4	Buyer unable to meet settlement requirements	Program Manager	Some buyer education material Require buyers to acknowledge that they have had opportunity to seek independent financial and legal advice	2	2	Medium	Has Room for improvement	Yes	Improve buyer education material Develop indicative mortgage calculator for buyers Surveys for House and Land Buyers issued to identify settlement risks	In Project Plan - update website, translate resources into other languages, some eDMs about process of buying Budget requested for web updates and translation					
5	Scheme properties do not end up with target buyers	EPSDD	Influence the modification of the policy and criteria developed by policy team Increase volume of eligible buyers in a position to purchase Developing a marketing and branding strategy Refer buyers with special circumstances for further consideration to EPSDD	3	3	Medium	Inadequate	Yes	Advocate to get control of the criteria to better align them to the target market (eligibility criteria & price thresholds) Escalate the need to modify the criteria to align with Scheme intentions	Work out steps for escalation and add to project plan Demographic analysis of actual buyers					
6	Variance in windfall/gain across the scheme for participants	EPSDD / Exec Dir	3 year restriction on sale after settlement (house&land) Scheme does not set price thresholds (set by EPSDD)	4	3	High	Inadequate	Yes	Potential limit the product type of one style of product (eg apartments only) Investigate options such as buy-back schemes, windfall caps	Maintaining affordability included as new action in revised Strategic Action Plan Discussions with Treasury about level of support for affordable housing including windfall gain Support EPSDD to do RFLA on windfall gain in multi-unit sites					

Dir: Suburban Land Agency Agency / Branch / Event: ACT Affordable Housing Scheme															
Risk Reference	The Risk:	Risk Owner	Risk Controls Currently in Place	Risk Rating			Control Effectiveness	Further Treatments (V/N)	Further Treatments to Improve rating	Strategy / Implementation	Treatment Owner	Due Date	Risk Rating		
				Consequence	Likelihood of Consequence	Inherent Risk Rating							Consequence	Likelihood of Consequence	Residual Risk Rating
7	Inconsistent contracts with builders / developers	Program Manager	Ensure Scheme has copies of all contracts before having discussions with builders or buyers Attempting to bring current contracts to a more blanket/base-line contract going forward	1	4	Medium	Has Room for improvement	Yes	improvements to education material provided to builders standardises design brief and PDD	Leveraging Clyde's position as Builder Relations manager to hold information sessions - add to project plan Develop factsheet for developers which can be included as part of sales package - add to project plan					
8	Scheme has little control over the quality of the final product Older contracts do not have the ability for the scheme to check that the product meets the contractual specification. Newer ones do Buyer may lack the sophistication to identify or follow through on identified shortfalls at delivery Lack of suitable resources to check final product Some builders may prejudice their treatment of scheme properties	Program Manager	Current and future contracts include a clause with the right for scheme to inspect All contracts with builders have a minimum requirement for finishes and inclusions	2	3	Medium	Has Room for improvement	Yes	Resourcing to enable the ability to act on the inspection clause Review finishes and inclusions provisions	Develop scope and budget for contractor for inspections - Nishi working on procurement Finishes and inclusions underway					
9	Builder / developer fails to deliver	SLA	Contracts call for some form of limited security / guarantee that may cover lost deposits. Guarantees are not sufficient to cover lost progress payments 9eg house & land packages) Controls strong with builder appointed through tender process as tenders incorporate a financial capability criteria but not all sites sold through a tender process.	4	3	High	Has Room for improvement	Yes	Financial capacity checks to be incorporated into purchasers checks for ANY site with an affordability component Review guarantee requirement limits	Add an agenda item to recurring sales catch up					
10	Difficulty meeting expectations of stakeholders (not doing enough, fast enough)	Exec Dir	Regular reporting and briefings Housing Affordability Action Plan including KPIs signed off by Board Monthly meeting with Minister's office	3	3	Medium	Adequate								

By courier

3 March 2022

Kaz Wilson
Suburban Land Agency
480 Northbourne Avenue
DICKSON ACT 2602

Dear Kaz

**Suburban Land Agency Sale to [REDACTED]
Block 9 Section 27 Whitlam**

Contracts for this matter were exchanged on **2/03/2022** following nomination by ALN Construction Group Pty Ltd.

Please find enclosed:

1. a copy of the Contract Schedule confirming the purchase price of \$118,000.00.
2. a copy of the cheque in the amount of \$440.00 being the nomination fee, this cheque will be banked into the account of Suburban Land Agency on 4 March 2022.
3. a copy of the nomination form.

Yours faithfully

[REDACTED]
Danielle Mildren, Partner
+61 2 6279 4020
dmildren@claytonutz.com

Carol Axiotis, Law Clerk
+61 2 6279 4036
caxiotis@claytonutz.com

Enc

Our ref 19510/11211/85019452

**SUBURBAN LAND AGENCY
FIRST GRANT CONTRACT - LAND READY SCHEDULE
AFFORDABLE HOUSING**



ACT
Government

Suburban Land Agency

DATE OF THIS CONTRACT		2 March 2022		
LAND		Block	Section	Division/District
		[REDACTED]	27	Whitlam
STAGE		1B2 as shown in the Housing Development Guidelines		
OCCUPANCY		Vacant Possession		
CO-OWNERSHIP	Mark one See clause 13	<input type="checkbox"/> Tenants in common (Show shares)		<input type="checkbox"/> Joint Tenants
CROWN LEASE ELECTION		<input type="checkbox"/> Land Rent Affordable Housing Lease		<input type="checkbox"/> Standard Affordable Housing Lease
SELLER	Full name ACN/ABN Address	Suburban Land Agency 27 105 505 367 480 Northbourne Avenue, Dickson ACT 2602		
SELLER'S SOLICITOR	Firm Ref Phone Fax Address Email	Clayton Utz Carol Axiotis / Danielle Mildren 02 6279 4000 02 6279 4099 GPO Box 9806 Canberra ACT 2601 conveyancing@claytonutz.com		
BUYER	Full Name ACN/ABN Address Email	[REDACTED]		
BUYER'S SOLICITOR	Firm Ref Phone Fax DX/Address Email	[REDACTED]		
RESIDENTIAL WITHHOLDING TAX		New residential premises?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
		Potential residential land?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
		Buyer required to make a withholding payment?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No (insert details on p.2)
FOREIGN RESIDENTIAL WITHHOLDING TAX		Price/value of Land over \$750,000	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
		Clearance Certificate attached?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
PRICE	Price Less Deposit Balance	[REDACTED]	(The Price is GST inclusive) (5% of Price)	
EARLIEST DATE OF EXPIRY OF DEPOSIT BOND OR BANK GUARANTEE	See clause 3	The date that is 90 days after the date of this Contract.		
DATE FOR COMPLETION	See clause 4	30 Working Days after the Date of this Contract		
STANDARD ANNEXURES	Documents annexed to this Contract	Annexure A – Whitlam Housing Development Guide ; Annexure B – Specimen Crown Leases; Annexure C - Deposited Plan; Annexure D - Site Classification Certificate; Annexure E - Financial Advice Certificate; Annexure F - Statutory Declaration		
SPECIAL CONDITIONS	Indicate whether any special conditions apply	<input type="checkbox"/> Yes		<input checked="" type="checkbox"/> No

READ THIS BEFORE SIGNING

Before signing this contract you should ensure that you understand your rights and obligations. You should get advice from your solicitor.

Authorised Delegate of the Suburban Land Agency signature:		Buyer signature:	[REDACTED]
Delegate name:		Buyer name:	[REDACTED]
Witness signature:		Buyer signature:	[REDACTED]
Witness name:		Buyer name:	[REDACTED]
		Witness signature:	[REDACTED]
		Witness name:	[REDACTED]

Annexure D - Form of Nomination

For the attention of: **Suburban Land Agency ABN 27 105 505 367 of 480 Northbourne Avenue, Dickson ACT 2602**

ALN CONSTRUCTION GROUP PTY LTD ACN 616 441 171 nominates:

Name of Nominee: [Redacted]
Primary Contact: [Redacted]
Address: [Redacted]
Phone Number: [Redacted]
Email address: [Redacted]

Eligible Grantee: Yes / Not applicable (circle relevant option)

to be its nominee to exercise the Call Option contained in the Deed of Put and Call Option dated _____ in relation to Block 9 Section 27 Whitlam

- Standard Lease Election
- Land Rent Lease Election

[NOTE: Failure to complete all of these details will result in the Nomination being rejected]

Dated: _____

Grantee
Executed by ALN CONSTRUCTION GROUP PTY LTD ACN 616 441 171 in accordance with section 127 of the Corporations Act 2001 (Cth):

Signature of director

[Redacted Signature]

Signature of company secretary/director

Full name of director

[Redacted Name]

Full name of company secretary/director

..... [Nominee] hereby accept the nomination and exercises the Call Option pursuant to the Deed of Put and Call Option referred to above.

23.2.22

X

Nominee (Individual)
Signed, sealed and delivered by [Redacted] in the presence of:

[Redacted Signature]

Signature of witness

Signature/s

Full name of witness
Nominee (Company)

Executed by _____
ACN _____ in accordance with section 127 of the Corporations Act 2001 (Cth):

23/2/22

Signature of director

Signature of company secretary/director

Full name of director

Full name of company secretary/director

Rating/Date updated?	Identified Risk	Proposed Strategy	Residual Risk Rating to be achieved
	<p>[REDACTED]</p> <p>Ballot Error (systematic or human)</p> <p>Application assessment error (incorrectly assessed as eligible)</p>	<p>. Risk that b</p> <p>Buyer education surrounding risk of purchasing property, legal parameters, seeking legal advice throughout, advising of SLA' role in process</p> <p>Sales comms process</p> <p>random auditing - further detail and scheduling TBU</p>	

Suburban Land Agency Risk Treatment Plan

Directorate:		EPSDD	Owner:	
Agency / Division / Business Unit:		Suburban Land Agency	Executive Director, Development Delivery	
Risk Reference Number	Identified Risk		Inherent Risk Rating Current Controls	Residual Risk Rating to be achieved (on completion of action plan)
Operational Risk – 3 (OR-3)	Failure to deliver the Government’s Indicative Land Release Program.		HIGH	HIGH

RISK TREATMENT STRATEGY

Item	Action to be undertaken	Action Officer	Due Date	Date finished	Comments
OR-3.5	Implementation of SLA strategic actions for Housing Choice & affordability, including detailed project plans, risk management plan and engagement strategies	Program Manager,	Ongoing		<ul style="list-style-type: none"> Draft Housing Strategic Action Plan and internal Implementation Plan presented for Board discussion in February 2022.

Suburban Land Agency Risk Treatment Plan

		Housing Choice			<ul style="list-style-type: none">• Stakeholder engagement plan under development to cover targeted engagement for publication of Housing Strategic Action Plan on SLA website, with plan for ongoing stakeholder engagement to follow.• Project plan, risk register and marketing/communications plan for Affordable Home Purchase Scheme developed and being regularly updated.• Project plan and risk register for Shared Equity developed and being regularly updated. Stakeholder engagement plan to be developed alongside business case.• Project plan and stakeholder engagement plan for Build-to-Rent developed and being regularly updated. Risk register being developed alongside business case.
--	--	----------------	--	--	--

Approved by: **Executive Director, Development Delivery**

Signature: _____

Date: ____/____/____

Suburban Land Agency Risk Treatment Plan

Directorate:		EPSDD		Owner:	
Agency / Division / Business Unit:		Suburban Land Agency		CEO	
Risk Reference Number	Identified Risk	Inherent Risk Rating <small>Current Controls</small>	Residual Risk Rating to be achieved <small>(on completion of action plan)</small>		
Strategic Risk - 5 (SR-5)	<i>Adverse impact to the SLA operations resulting from a loss of confidence (government, minister, board, staff, customers/public)</i>	HIGH	HIGH		

RISK TREATMENT STRATEGY



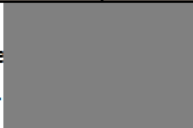
Suburban Land Agency Risk Treatment Plan



SR-5.11:	Implementation of SLA strategic actions for housing choice & affordability including detailed project plans, risk management plan and engagement strategies	Program Manager, Housing Choice	Ongoing		<ul style="list-style-type: none"> • Draft Housing Strategic Action Plan and internal Implementation Plan presented for Board discussion in February 2022. • Stakeholder engagement plan under development to cover targeted engagement for publication of Housing Strategic Action Plan on SLA website, with plan for ongoing stakeholder engagement to follow. • Project plan, risk register and marketing/communications plan for Affordable Home Purchase Scheme developed and being regularly updated. • Project plan and risk register for Shared Equity developed and being regularly updated. Stakeholder engagement plan to be developed alongside business case. • Project plan and stakeholder engagement plan for Build-to-Rent developed and being regularly updated. Risk register being developed alongside business case.
-----------------	---	------------------------------------	---------	--	--

Approved by:
Signature:

Chief Executive Officer



Date:

01 / 07 / 2022

Suburban Land Agency Risk Treatment Plan

Directorate:		EPSDD	Owner	
Agency / Division / Business Unit:		Suburban Land Agency	CEO	
Risk Reference Number	Identified Risk	Inherent Risk Rating <small>Current Controls</small>	Residual Risk Rating to be achieved <small>(on completion of action plan)</small>	
Strategic Risk – 4 (SR-4)	Failure to meet objectives <i>SR4.1 Failure to achieve SOI Financial Targets. / SR4.2 Failure to achieve SOI non- financial Targets. / SR4.3 Failure to achieve other objectives of the CRA SLA Act / SR4.4 Failure to achieve other agency objectives</i>	HIGH	HIGH	

RISK TREATMENT STRATEGY



Suburban Land Agency Risk Treatment Plan



Suburban Land Agency Risk Treatment Plan

SR-4.13	Implementation of SLA strategic actions for Housing Choice & affordability, including detailed project plans, risk management plan and engagement strategies.	Program Manager, Housing Choice	Ongoing		<ul style="list-style-type: none"> • Draft Housing Strategic Action Plan and internal Implementation Plan presented for Board discussion in February 2022. • Stakeholder engagement plan under development to cover targeted engagement for publication of Housing Strategic Action Plan on SLA website, with plan for ongoing stakeholder engagement to follow. • Project plan, risk register and marketing/communications plan for Affordable Home Purchase Scheme developed and being regularly updated. • Project plan and risk register for Shared Equity developed and being regularly updated. Stakeholder engagement plan to be developed alongside business case. • Project plan and stakeholder engagement plan for Build-to-Rent developed and being regularly updated. Risk register being developed alongside business case.
----------------	---	---------------------------------	---------	--	--

Approved by: **Chief Executive Officer**

Signature:  _____

Date: 01 / 07 / 2022

Suburban Land Agency Risk Treatment Plan

Directorate:		EPSDD		Owner:	
Agency / Division / Business Unit:		Suburban Land Agency		CEO	
Risk Reference Number	Identified Risk	Inherent Risk Rating <small>Current Controls</small>	Residual Risk Rating to be achieved <small>(on completion of action plan)</small>		
Strategic Risk - 5 (SR-5)	<i>Adverse impact to the SLA operations resulting from a loss of confidence (government, minister, board, staff, customers/public)</i>	HIGH	HIGH		

RISK TREATMENT STRATEGY



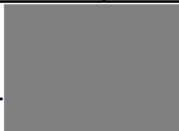
Suburban Land Agency Risk Treatment Plan



SR-5.11:	Implementation of SLA strategic actions for housing choice & affordability including detailed project plans, risk management plan and engagement strategies	Program Manager, Housing Choice	Ongoing		<p>Draft Housing Strategic Action Plan and internal Implementation Plan presented for Board discussion in February 2022.</p> <ul style="list-style-type: none"> • Stakeholder engagement plan under development to cover targeted engagement for publication of Housing Strategic Action Plan on SLA website, with plan for ongoing stakeholder engagement to follow. • Project plan, risk register and marketing/communications plan for Affordable Home Purchase Scheme developed and being regularly updated. • Project plan and risk register for Shared Equity developed and being regularly updated. Stakeholder engagement plan to be developed alongside business case. • Project plan and stakeholder engagement plan for Build-to-Rent developed and being regularly updated. Risk register being developed alongside business case.
-----------------	---	------------------------------------	---------	--	--

Approved by:
Signature:

Chief Executive Officer



Date:

01 / 07 / 2022