

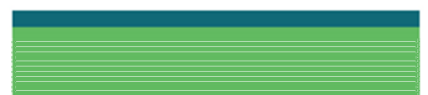
# NSW Minerals Council

Upper Hunter Housing Research Study (Stage 2)

Planning for Housing in the Upper Hunter

WORKSHOP REPORT

September, 2014



Prepared for:

## NSW Minerals Council

By:

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## ACKNOWLEDGEMENTS

The NSW Minerals Council and report authors would like to thank all participants who took part in the workshop. We add a special thanks to Wendell Peacock (Singleton Council), Justin Priddis (LWP Property Group) and Suzanne Cryle (Peabody Energy) who reviewed the workshop proceedings reproduced in Appendix 3 of this Report; and to Craig Strudwick (Glencore) for assisting on the day as a Group Leader.

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## EXECUTIVE SUMMARY

The Upper Hunter Housing Research Study was commissioned by the NSW Minerals Council on behalf of the Upper Hunter Mining Dialogue. The Study focused on the Upper Hunter sub-region comprising the Muswellbrook, Singleton and Upper Hunter Shire Councils. The purpose of the study was to understand the impact of mining on housing and identify the potential roles and responsibilities for responding to housing issues through a collaborative approach.

The first stage of work concluded with general agreement on the need for a collaborative approach to address the sub-region's housing issues. The second stage followed with the preparation of a series of information papers to address information gaps. In addition, it included exploratory discussions with the three councils regarding a collaborative approach to addressing housing issues. Stage two culminated in the housing strategy workshop (documented in this report) the purpose of which was to:

- Consider the changed context for housing under the current mining downturn;
- To test if there was still support for a collaborative approach; and,
- (If agreed) to develop a way forward for addressing housing issues.

A full day workshop was held in Singleton on Friday 15<sup>th</sup> August, 2014 at the Singleton Digger's, attended by a diversity of stakeholders able to contribute local and expert knowledge about housing in the sub-region. A Background Paper, along with the information papers were provided as background reading to participants prior to the workshop.

For collaboration to be effective, it was the Upper Hunter Mining Dialogue's view that any resultant process needed to be owned and driven by the community rather than by the Dialogue. The need for 'local ownership' was central to how the workshop was planned and designed. Participants were actively engaged in a day-long strategic planning process which resulted in the development of a 'first pass' strategy for addressing housing in the Upper Hunter sub-region.

The workshop participants agreed that the sub-region does need to prepare itself for possible future impacts on the housing market when the mining industry returns to growth. Participants agreed further that this needs to be achieved in a collaborative way, working together with all relevant stakeholders to maximise the sub-region's potential and adopt a planned approach to addressing any future stresses on housing.

A series of actions, priorities, time frames and stakeholders were defined for each of the following themes:

- Affordable rental housing
- Social housing and homelessness
- Housing diversity
- Bringing housing to market
- Strategic planning
- Commercial models to deliver housing to market
- Sense of community and lifestyle
- Economic diversity and resilience
- Workforce housing options.

Collaborative strategic planning processes addressing housing and infrastructure were allocated the highest priority of all the actions identified at the workshop.

Actions addressing housing supply also ranked highly, with an emphasis on the following specific types of housing: affordable housing, social and crisis housing, housing diversity and housing to accommodate mining workforces. The latter was concerned with developing a workforce accommodation policy consistent with community values.

Also ranking highly were the actions associated with the need to promote the sub-region as an attractive place to live; finding ways to fund infrastructure; and developing a business case for increased infrastructure investment by the NSW Government (through grant and other funding arrangements).

Other elements of high importance were actions oriented at helping build business and community resilience to the impacts of mining downturns (addressing business adaptability, financial management and workforce skills training).

Actions requiring a sub-regional approach and therefore a collaborative effort were also identified. A collaborative approach was seen to be required for actions relating to strategic planning (associated with growth management, housing and settlement patterns and infrastructure development). In addition actions addressing the supply of affordable housing, crisis and social housing and related human services support; stimulus to housing diversity; funding and financing council provided infrastructure; marketing the sub-region to investors and prospective residents; monitoring growth indicators and developing business, workforce and community to changing growth conditions were all considered to be most effective if they involved collaborative activity.

It was agreed that the output from the workshop represented a 'first pass strategy' – a starting point only, and that further work was needed to develop this into a robust housing strategy. Analysis of this 'strategy' highlighted the importance of working together to respond effectively to the sub-region's housing needs. While not solely responsible for housing outcomes, it was clear that both councils and the NSW Government have a critical leadership role to play.

The Department of Premier and Cabinet suggested that the workshop report be submitted to them in the first instance. The Department of Premier and Cabinet agreed to identify a lead agency within the NSW Government to take carriage of the 'strategy' and bring it to fruition, in collaboration with the key sub-regional stakeholders, including councils.

## 1. BACKGROUND AND WORKSHOP PURPOSE

In 2010 the Upper Hunter Mining Dialogue (the Dialogue), a coalition of mining companies in the Upper Hunter Valley formed to work with community, environmental, business groups and government to address the cumulative impacts of mining in the sub-region. Housing affordability and availability was identified early as a significant impact on the Upper Hunter community needing to be addressed.

In response, the Upper Hunter Housing Research Study was commissioned by the NSW Minerals Council on behalf of the Dialogue. The study focused on the Upper Hunter sub-region comprising the Muswellbrook, Singleton and Upper Hunter Shire Councils. The purpose of the study was to understand the impact of mining on housing and identify the potential roles and responsibilities for responding to housing issues through a collaborative approach. The Study was assisted by a stakeholder Steering Group and conducted in consultation with the three councils, NSW Government agencies, community housing providers and local business. The Study was commissioned in 2012 at the peak of the then mining expansion. However, soon after commissioning, a downturn in the mining industry led to significantly altered housing conditions, exposing the sub-region to a new set of housing issues.

The first stage of the Study reviewed existing research to understand the issues; identify opportunities and gaps in knowledge; and to investigate what others have done to address similar issues elsewhere. Upon completion of this stage of work there was general concurrence that a collaborative approach to responding to the sub-region's housing issues was needed. Stage two therefore followed with the preparation of a series of information papers to address information gaps, along with exploratory discussions with the three councils about a collaborative approach. The information papers prepared were:

- *Affordable housing* – potential for pooling resources to address supply
- *Infrastructure funding and financing options*
- *Short term accommodation* - a baseline survey of the existing supply of visitor accommodation (such as hotels, motels, caravan parks).

Stage 2 culminated in the housing strategy workshop documented in this report, which was attended by a cross section of 26 stakeholders. The purpose of the workshop was to consider the changed context for housing under the downturn; to test if there was still support for a collaborative approach to address the sub-region's housing issues; and if agreed, to develop a way forward.

For a collaboration to be effective, it was the Upper Hunter Mining Dialogue's view that any resultant process needed to be owned and driven by local housing stakeholders rather than by the Dialogue. The need for 'local ownership' was therefore central to how the workshop was planned and designed.

Participants were actively engaged in a day-long strategic planning process which resulted in the development of a 'first pass' housing strategy for the Upper Hunter sub-region, based on their input. This output provided the community with a foundation for developing a collaborative approach to addressing the sub-region's housing needs.

The workshop was attended by a broad representation of stakeholders from the following industries and organisations (listed in Appendix 1):

- Muswellbrook, Singleton and Upper Hunter Shire Councils
- Mining companies
- Dept. Premier and Cabinet
- Dept. of Planning and Environment
- UrbanGrowth NSW
- Housing NSW
- Community housing providers
- Community service agencies
- Local chambers of commerce
- Local development industry
- Defence Housing Australia
- Housing Industry Association
- Real estate industry

Invitations were also extended to:

- Hunter Councils Inc
- Urban Development Institute of Australia
- Planning Institute of Australia
- Real Estate Institute of NSW
- Tourism industry peak body.

The workshop was facilitated by Andrea Young (Andrea Young Planning Consultants) and Vanessa Bennett (CChange Sustainable Solutions), supported by Craig Strudwick (Glencore) Claire Doherty (NSW Minerals Council) and Andrew Rode (NSW Minerals Council) as Group Leaders.

## 2. WORKSHOP STRUCTURE

A full day workshop was held in Singleton on Friday 15<sup>th</sup> August, 2014 at the Singleton Digger's. It was attended by a diversity of stakeholders able to contribute local and expert knowledge about housing in the sub-region. A Background Paper along with the information papers referred to previously, were provided as background reading to participants prior to the workshop.



The workshop program had four elements (the workshop agenda is in Appendix 2) structured around a series of group activities:

1. **Scene setting:** presentation by the consultant providing relevant background information about housing in the Upper Hunter
2. **Issue revision:** group work involving revisiting the issues (associated with upturn and downturn scenarios)
3. **Developing a sub-regional vision and approach to housing:** group work involving defining outcomes, actions and roles
4. **Next steps:** plenary discussion identifying actions needed to mobilise collaboration

A record of the discussions at the workshop is provided in Appendix 3.

### **GROUP ACTIVITY 1. Revision of Issues**

Participants were asked to work in three groups, rotating across the following three topics:

- Issues experienced during the last upturn
- Issues experienced during the current downturn
- Other regional influences that impact on housing here.

Each group had 15 minutes to discuss their assigned topic after which time the Group Leaders moved to the next group. Here they briefed the new group on the previous discussion(s) and led a further discussion to add new information. In this way everyone had the opportunity to discuss each topic. The groups worked from a list of housing issues that had already been documented as part of the Housing Research Study for each of the upturn and downturn scenarios.

**Photo 1. Revising the issues**



### **GROUP ACTIVITY 2. Key Housing Outcomes (Agenda Item 4)**

Participants were asked to write down what they thought were the 3-5 most important outcomes for housing in the Upper Hunter, each on a separate sticky note. The whole group was then involved in developing an "Affinity Diagram". An Affinity Diagram is a way to organise a large number of ideas into natural relationships or groupings. It was developed at the workshop by asking each participant to read aloud each of their desired outcomes. After being read, each sticky note was placed on the wall where it was visible to everyone. As groups of ideas emerged they were discussed, sorted and given a title that reflected the theme. This process produced the key themes that were considered by participants to be important to be addressing the sub-region's housing aspirations.

#### **Photo 2 Identifying housing themes through the Affinity Diagram**



### **GROUP ACTIVITY 3. Key Actions (Agenda Item 4)**

Following the Affinity Diagram, the workshop themes were organised into four groups (this involved some negotiation by the facilitators with workshop participants for some regroupings of the identified themes to accommodate workshop logistics). Once grouped and agreed, participants were asked to choose the two thematic groupings most closely aligned to their interests.

Each participant had the opportunity to take part in two discussion groups, allowing them to discuss 4 themes. Participants worked in small groups on their first chosen cluster of themes and then at a halfway point changed tables to move on to their second chosen cluster of themes. Each new group was briefed on the work of the previous group and then invited to develop this work further. Rather than alter the meaning of previous group's work, the new groups were asked to add new or different points of view. In this way, all participants suggestions were included.

Participants were asked by their Group Leader to consider how both upturn and downturn growth scenarios might impact upon the theme. They were then asked: *What could we do in the Upper Hunter to address [this theme]?*. The groups were then tasked with identifying the actions needed, the key players relevant to the actions identified and whether they thought the action should happen in the short term (less than a year) or in the longer term (1 to 3 years).

### Photo 3. Group work developing actions



Following this activity, each Group Leader reported back the outcomes for each theme in their cluster. The butcher's paper on which the actions had been written was then posted on the wall and participants invited to nominate what they thought were the most important actions. Each person was given 10 red dots to indicate higher priority actions and 10 green dots to indicate lower priority actions.

### Photo 4. Assigning priority to actions



At the end of this process, the Workshop Facilitator conducted a synthesis process to identify regional themes running through the identified actions. The purpose of this was to see if there was a case for regional collaboration and if so, to test the workshop's interest in pursuing a collaborative approach.

**Photo 5. Synthesising the workshop outcomes**



### 3. SUMMARY OF WORKSHOP OUTCOMES

#### Revision of Issues

The issues affecting the sub-region during both the upturn and downturn periods were affirmed in the group discussions (reported in Appendix 3) and are described below. The conclusion drawn after revisiting the issues was that there are persistent housing issues in the Upper Hunter and that the community should take the opportunity to plan ahead for a possible return to peak housing demand so that the region can avoid the problems it has experienced in the past.

**During the upturn**, impacts cited included loss of affordability, stress on human services, inability for low income people to compete in the housing market, loss of community, lack of tradespeople, difficulties of bringing land to market due to high infrastructure costs, lack of housing diversity and lack of long term strategic planning.

**The downturn impacts** identified included a mix of positive and negative effects. Positive effects included: housing being more affordable, the opportunity to learn from mistakes and plan, that the downturn is just a change in business calling on the need for social and economic flexibility to adapt. Negative impacts included: population transience and the influx of 'out of town' renters in social housing increasing demand on human services, lack of incentives for development. It was also commented that the downturn represented a stabilisation of the market, representing the new base on which the next upturn would occur.

Participants felt the future outlook for the sub-region was positive and that an upturn could be anticipated but probably not of the magnitude seen in 2010-12. It was acknowledged that while the impact on housing was difficult to forecast, in the plenary discussion the view was held that it was important to be prepared and plan ahead to avoid past mistakes and create greater resilience amongst business and the community.

**A range of other factors** were considered to be influencing housing markets in the Upper Hunter and need to be understood in the context of planning for housing in the area. Factors identified included: the major settlement being developed at Huntlee, the impact of the Hunter Expressway on population distribution in the wider Hunter Valley, the potential emergence of a worker accommodation industry (such as The MAC), other local developments, infrastructure funding constraints and possible changes in other industries (such as the power stations).

#### Developing a Sub-regional Approach

The workshop process engaged participants in a process designed to develop a series of themes that captured the participants' aspirations for housing in the sub-region. These themes were then followed by the identification of a series of actions and key stakeholders. This process produced the foundation for a sub-regional approach or 'strategy'. The outcomes of this process are summarised below.

## Housing Themes for the Upper Hunter

The participants worked through a process of individually identifying desired housing outcomes for the sub-region and then working collectively to define a series of themes encapsulating these outcomes. The following themes resulted:

- Affordable rental housing
- Social housing and homelessness
- Housing diversity
- Bringing housing to market
- Strategic planning
- Commercial models to deliver housing to market
- Sense of community and lifestyle
- Economic diversity and resilience
- Workforce housing options.

The actions and stakeholders identified for each theme are summarised in the following (based on workshop proceedings reported in Appendix 3).

### **Theme: Affordable Rental Housing**

The desired outcomes under this theme addressed the affordability of rental housing, choice in housing stock and rental market stability.

The scope of actions focused on ways to increase the volume and diversity of affordable housing stock.

Key stakeholders identified included: councils, the NSW and Commonwealth governments, developers and community housing providers.

### **Theme: Social Housing and Homelessness**

The desired outcome under this theme sought some 'buffering' to the 'boom and bust' cycles in the housing market and supporting people with high needs including in long term, short term and crisis accommodation. *Support Services* were identified as sub-theme within this theme, highlighting the need to provide health and other services to support the people housed.

The scope of actions included: increasing the provision of support services (to support early intervention and address crisis needs) and increasing the volume of social housing stock, including crisis housing.

Key stakeholders identified included: councils, the NSW and Commonwealth governments, service providers and community housing providers.

**Theme: Housing Diversity**

The desired outcomes under this theme included diversity in tenure, type, size and density of housing; flexibility to allow adaptive reuse in changing markets; and housing choice for aging residents.

The scope of actions included: facilitating different types of housing relevant to community needs through demonstration projects (role modelling), incentives and responsive infrastructure provision.

Key stakeholders identified included: councils and the NSW government, development industry and community housing providers.

**Theme: Bringing housing to market**

The desired outcomes under this theme addressed a range of factors including impacting on investment in housing (such as cost of production) and the appeal of the sub-region as a place to invest. *Infrastructure* was identified as a subtheme within this topic.

The scope of actions included: developing innovative joint venture arrangements, investigating innovative commercial models applicable to the Upper Hunter; building a prospectus to attract further investment; focussing on ways to promote the sub-region and to increase its attractiveness / liveability in a bid to raise demand; identification of infill sites with development potential; raising developer awareness; and adoption of efficient assessment processes.

Key stakeholders identified were: councils and the NSW government.

**Theme: Strategic planning and collaboration**

The desired outcomes under this theme focused on a developing a long term vision and plan for the sub-region that integrate consideration of population and housing projections, settlement patterns and infrastructure development, human services planning and industry growth, supported by well-developed communication between sectors. Collaboration and leadership were acknowledged to be central to strategic planning and were identified as subthemes within this topic.

The scope of actions included: councils stocktaking housing and land supply; collaborating to develop sub-regional approaches to addressing supply, affordability and homelessness; development of a sub-regional infrastructure plan; and monitoring through the development of lead indicators of growth (especially resource industry growth).

Key stakeholders identified were: councils, Department of Planning and Environment, Division of Resources and Energy, Department of Family and Community Services.

### **Theme: Commercial models to deliver housing to market**

The desired outcomes under this theme addressed new approaches to funding and financing housing developments.

Upon discussion of this theme, one main action was nominated - investigating innovative and new commercial models to deliver housing to the market. In order to progress this, determining the relationship between the mining cycle and investment cycle was considered important. Other actions nominated under this theme included focussed investigation and discussions with land owners in strategic areas that would be suitable for rezoning, and demonstrations associated with innovative and feasible ways of delivering infrastructure.

Key stakeholders identified were development industry players, such as Property Council of Australia, Urban Development Industry Association, Housing Industry Association and key developers. Councils, the NSW government and mining companies were also identified as stakeholders.

### **Theme: Sense of community and lifestyle**

The desired outcomes under this theme addressed the contribution that amenity and lifestyle make to creating a sense of community and social inclusion (providing for the needs of different groups) to ensure that the Upper Hunter is an attractive place to live and work.

The scope of actions included: a range of initiatives aimed at strengthening sense of community and attracting people to live in the region (through a combination of community events, urban design that supports social connection and the provision of infrastructure that supports lifestyle, educational and other opportunity); and the development of quality housing. Marketing of the Upper Hunter as an attractive place to live was also identified as an action.

Key stakeholders identified were: councils, mining industry, developers, chambers of commerce, Destination NSW.

### **Theme: Workforce housing**

The desired outcomes under this theme addressed ways of accommodating transient workforces to help smooth housing peaks and troughs.

The scope of actions included: engaging with stakeholders to investigate options for accommodating temporary workers, potentially leading to the development of a sub-regional policy. The need to engage with the Australian Army, viticulture and agriculture industries was also identified.

Key stakeholders identified were: councils, Defence Housing Australia, viticulture and agriculture industries. The authors note that the mining industry would be another relevant stakeholder.



### **Theme: Economic diversity and resilience**

The desired outcomes under this theme encapsulated resilience through economic diversity, business planning and workforce flexibility. *Education, skills development and resilience* were identified as subthemes within this topic.

The scope of actions included: training initiatives to ensure that the workforce has diverse skills so they can better withstand downturns; strategic investigations to ensure there is ample zoned and serviced employment land in the Upper Hunter; education to assist people manage personal affairs and improve people's knowledge about investment cycles / processes (particularly in the housing market); education for local businesses so that a shared understanding of workforce requirements was present; creating frequent dialogue so that local procurement opportunities were known; creating a frequent dialogue between the mining and the development industries so that housing and workforce requirements were known in advance of demand; ways to attract new businesses; and investigating the need for adaptable housing options and affordable commercial spaces.

Key stakeholders identified were: chambers of commerce, mining industry players, councils, education providers (such as TAFE), developers and Department of Planning and Environment.

## **Priority Actions**

The raw results of the prioritisation of actions are in Appendix 3 with an overview presented in Table 1 below.

Of all the actions identified at the workshop, collaborative strategic planning processes addressing housing and infrastructure were allocated the highest priority.

Actions addressing housing supply also ranked highly, with an emphasis on the following specific types of housing: affordable housing, social and crisis housing, housing diversity and housing for workforce accommodation. The latter was concerned with developing a workforce accommodation policy that respects community values.

Also ranking highly were the actions associated with the need to promote the region as an attractive place to live; finding ways to fund infrastructure; and, developing a business case for increased infrastructure investment by the NSW Government (through grant and other funding arrangements).

Also of high importance were actions oriented at helping build business and community resilience to the impacts of mining downturns (with business adaptability, financial management and workforce skills training).

Participants were asked to identify a second group of priorities (described as Lower Priority Actions). These lower priority actions included: actions associated with improving amenity and attracting large scale events to attract further residents and companies to the sub-region; education for community on housing investment and local procurement opportunities; identifying innovative models for housing delivery, housing partners and infrastructure funding/financing; review of policy and zoning to assist in

delivering more affordable housing; utilisation of Voluntary Planning Agreements (VPAs to facilitate housing.

**Table 1. Summary of Priority Actions**

<b>Higher Order Actions (indicated by red dots)</b> (Highest score was 12)	
10 or more dots	<ul style="list-style-type: none"> <li>Sub-regional infrastructure plan</li> <li>Joint council approach to stocktaking and aligning housing strategies</li> <li>Efficient development assessment</li> </ul>
5-9 dots	<ul style="list-style-type: none"> <li>Crisis accommodation supply</li> <li>Increase in social housing</li> <li>Housing that is adaptable to changing workforce needs</li> <li>Human services to support tenancies (early intervention)</li> <li>Creating a business case for government investment in the Upper Hunter</li> <li>Investigate rezoning of land</li> <li>Innovation in funding, financing and delivering infrastructure,</li> <li>Develop temporary workforce accommodation options / policy (including agricultural industry)</li> <li>Marketing the sub-region as an attractive place to live</li> </ul>
4 dots	<ul style="list-style-type: none"> <li>Increase in housing diversity</li> <li>Increasing stock and diversity of affordable housing</li> <li>Support services for crisis accommodation</li> <li>Develop lead indicators of growth</li> <li>Infrastructure responsiveness to housing diversity</li> <li>Engage with Australian Army on their housing needs</li> <li>Business education in how to manage a downturn</li> <li>Workforce diversification skills and training to keep people local during a downturn</li> <li>Innovation and joint ventures</li> </ul>
<b>Lower Order Actions (indicated by green dots)</b> (Highest score was 7)	
5-7 dots	<ul style="list-style-type: none"> <li>Initiatives to improve urban renewal / amenity</li> <li>Educate community on housing investment</li> <li>Local procurement opportunities for local businesses</li> <li>Develop a prospectus outlining models for successful commercial outcomes that have been delivered elsewhere</li> <li>Where it is an issue or constraint to affordable housing, review zoning to be more flexible</li> </ul>
4 dots	<ul style="list-style-type: none"> <li>Identify partners with which councils could develop innovative joint ventures</li> <li>Investigate alternative funding and financing models for local councils to deliver infrastructure (e.g. bond, equity, superannuation funds).</li> <li>Local and state government initiatives to increase the supply of affordable housing and new development</li> <li>Facilitate different types of housing through policy, and investigate communities' likely acceptance of / demand for these</li> <li>Investigate how VPAs could be used to incentivise / facilitate more housing development</li> <li>Allow and encourage large scale community events</li> <li>Encourage decentralising of companies</li> </ul>

### Photo 6 Example of prioritised actions



## Synthesis: The Case for a Collaborative Sub-regional Approach

The final task of the workshop was to assess where regional collaboration would be required to effectively implement actions and to test participant interest in pursuing such an approach.

The analysis highlighted the importance of working together to respond effectively to the sub-region's housing needs. While not solely responsible for housing outcomes, it was clear that both by councils and the NSW Government have a critical leadership role to play.

The workshop re-affirmed that the sub-region does need to prepare itself for possible future impacts on the housing market when the mining industry returns to growth and that it needs to do this in a collaborative way, working together with all relevant stakeholders to maximise the sub-region's potential.

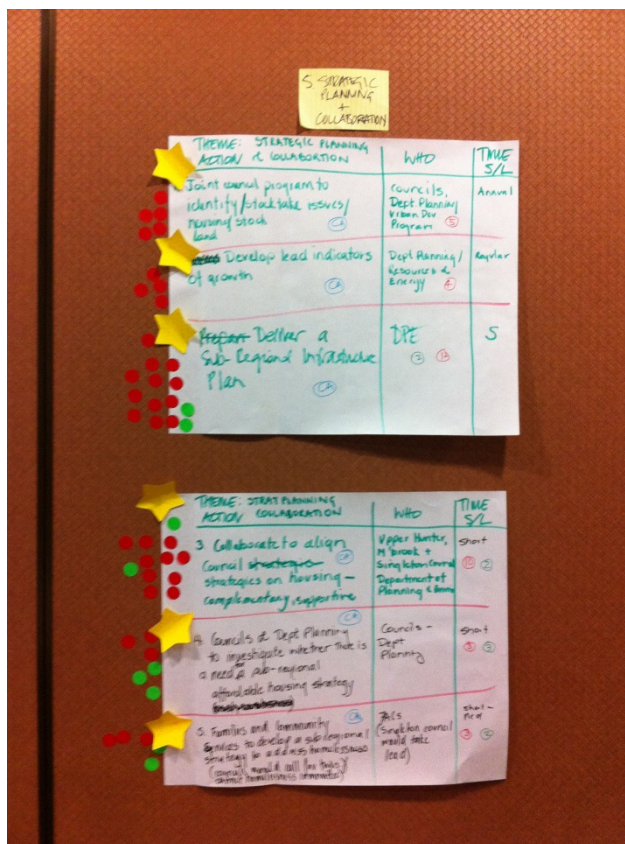
Actions requiring a sub-regional approach and thereto a collaborative effort were identified across all themes. In summary, these included:

- All actions relating to strategic planning associated with growth management, housing and settlement patterns and infrastructure development.
- Addressing the supply of affordable housing, crisis and social housing and related human services support.
- Stimulating diversity in housing supply through supportive planning regulation, demonstration projects (role modelling) and industry awareness raising.
- Investigation of funding and financing models and innovation in delivering council provided infrastructure.

- Marketing to attract people and investors to the sub-region.
- Improving communication and monitoring associated with mining and other industry growth (identification and communication of lead growth indicators).
- Developing business, workforce and community capacity to adapt to both upturn and downturn conditions (including through business planning, skills training and financial management).

The key stakeholders most commonly cited across these actions were the councils and NSW Government agencies.

**Photo 7. Actions with sub-regional significance, identified with stars**



## Next Steps

The workshop concluded with a discussion about how to progress its work. It was agreed that the output from the workshop represented a 'first pass strategy' – a starting point only, and that further work was needed to develop this into a robust housing strategy. It was acknowledged that this will need to involve further discussion and negotiation with key stakeholders in refining the actions, priorities, roles and responsibilities identified in this report. It will also require the input of further information (such as the housing and population projections developed by the Department of Planning and Environment but not yet released).

While councils were identified as having a significant role, the conclusion was that a higher level of leadership was needed, at least initially. Upon the suggestion of the Department of Premier and Cabinet representative, it was agreed that the workshop report would be submitted to the Department of Premier and Cabinet in the first instance. The Department indicated that they would then identify a lead agency within the NSW Government to take carriage of the 'strategy' and bring it to fruition, in collaboration with the key stakeholders identified through this workshop.

The workshop report would also be sent to all agencies who were invited to attend the workshop.

## APPENDIX 1 Workshop Participants

- James Barben Ashton Coal Operations
- Deirdra Tindale BHP Billiton Mt Arthur Coal
- Suzie Messner Bloomfield Collieries
- Elizabeth Yeo Coal & Allied
- Tasmin Young Compass Housing
- Ruth Harris Defence Housing Australia
- Trent Wink Department of Planning and Environment
- Aaron Spadaro Department of Premier and Cabinet
- Craig Strudwick Glencore
- Craig Jennion Housing Industry Association
- Glenn Beatty Housing NSW
- Rhonda Griffiths Hunter Valley Aboriginal Corporation
- Rebecca Williams LJ Hooker Singleton
- Justin Priddis LWP (Huntlee Development)
- Judy Mitchell Singleton Neighbourhood Centre
- Mark Goode Muswellbrook Shire Council
- Claire Doherty NSW Minerals Council
- Andrew Rode NSW Minerals Council
- Suzanne Cryle Peabody
- Wendell Peacock Singleton Council
- Mark Ihlein Singleton Council
- Selena Avard Singleton Council
- Gary Thomson Singleton Council
- Cindy Milton Upper Hunter Community Services
- Sean Constable Upper Hunter Shire Council
- Waid Crocket Upper Hunter Shire Council
- Eric Johnson Urban Growth NSW
- Andrea Young Andrea Young Planning Consultants (Consultant)
- Vanessa Bennett C Change Sustainable Solutions (Consultant)

### Group Leaders

- Vanessa Bennett C Change Sustainable Solutions
- Claire Doherty NSW Minerals Council
- Andrew Rode NSW Minerals Council
- Craig Strudwick Glencore

## APPENDIX 2 Workshop Agenda

### PLANNING FOR HOUSING IN THE UPPER HUNTER

10.00am – 5.00 pm, Friday 15th August, 2014

Singleton Diggers, York Street, Singleton

#### AGENDA

1. **Welcome and background (10.00am)**

2. **Scene Setting (10.30am)**

- Consultant presentation: findings of the Upper Hunter Housing Research Study / discussion

*MORNING TEA 11.00 am*

3. **Issue Revision (11.15am)**

- *Group Activity 1:* The experience and impact of the housing market - upturn and downturn
- *Plenary:* Defining the housing issues

4. **Developing a sub-regional vision and approach to housing (12.15pm)**

Group work sessions to discuss and define:

- *Group Activity 2:* Key housing outcomes for the Upper Hunter sub-region

Synthesis of group work

*LUNCH 1.15pm*

**Item 4 continues (1.45pm)**

- *Group Activity 3:* High growth / low growth - preparing for different scenarios  
The key actions and key players

*INCLUDES WORKING AFTERNOON TEA*

Synthesis of group work

5. **Defining the next steps (4.30pm)**

Resolving what needs to be done to mobilise the actions identified

6. **Close (4.50pm)**

## APPENDIX 3 Workshop Proceedings

This Appendix captures all of the documented output from the Workshop. Some small additions and amendments have been made to the written feedback where it is necessary to assist the reader (such as the expansion of acronyms).

### GROUP ACTIVITY 1. Issue Revision

<b>Topic 1. Upturn</b>	
<ul style="list-style-type: none"> <li>• Loss of community</li> <li>• Loss of quality homes and built form</li> <li>• Stress of services</li> <li>• Stress on emergency housing</li> <li>• Lead and lag stresses</li> <li>• Long term / cumulative effect</li> <li>• Market driven opportunities</li> <li>• Lower income earners can't compete</li> <li>• Lack of long term / strategic planning</li> <li>• Adjusted perception of quality:               <ul style="list-style-type: none"> <li>○ Flexibility/adaptable</li> <li>○ Showcasing</li> <li>○ Innovation</li> </ul> </li> <li>• Need for innovative partners</li> <li>• Builders and developers are the leaders</li> <li>• First time home buyers:               <ul style="list-style-type: none"> <li>○ Finance</li> <li>○ Suitability</li> </ul> </li> <li>• Lack of housing diversity</li> <li>• Council regulations for housing</li> </ul>	<ul style="list-style-type: none"> <li>• Cost of housing/land</li> <li>• Lack of local skilled tradesmen (construction)</li> <li>• Out-waged tradesmen – competing with mining wages</li> <li>• Men and families/youth displaced – lack of refuges</li> <li>• Upturn facilitates community groups and organisations through mining investment</li> <li>• Construction versus operational workforces</li> <li>• Higher wages for mining workforces – to include costs of relocating, buying houses etc.</li> <li>• Lead time to make land stocks available lags behind need – hard to ask councils to have land stock available 'in case'</li> <li>• Is ample land supply – but the cost of infrastructure is huge - if there is no immediate market</li> <li>• To project need – can we look at mining approvals to try and determine</li> <li>• Co-ordinate regionally to fund 'bigger ticket' costs such as infrastructure</li> <li>• Can council be funded by the State/Commonwealth to have land available and ready for release?</li> </ul>

### Question 2: Is the recent upturn a thing of the past or do you think we should prepare for its possible return?

- Future outlook is positive
- Huge investment / return on investment
- Demand may not just be coal driven
- Will be upturn but not of that magnitude
- Difficult to forecast
- Growth in China and India was extraordinary
- Need to diversify and to think outside of coal
- Are older people relocating to Newcastle because of fewer amenities for ageing population – 'retirement estates'
- Can certain industries be decentralised to Upper Hunter?



**Topic 2. Downturn**

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| <ul style="list-style-type: none"> <li>• Decrease in private rental costs</li> <li>• Influx of renters from out-of-town (Compass Housing)</li> <li>• Transient community</li> <li>• Increased demand on community / social services</li> <li>• Loss in employment in other industries (e.g. Agriculture) as a consequence of mining land use</li> <li>• Cost of living continues to be high (in Singleton)</li> <li>• Loss of skills trades</li> <li>• Wages very different between mining and other industries</li> <li>• Lack of incentive for development/planning for next upturn</li> <li>• Need alternative infrastructure costing/incentive to reduce infrastructure costs</li> <li>• Lower interest rates</li> <li>• Ongoing issue - no housing service office locally</li> <li>• Loss of skills and services (farm skills) – increase in available services and trades – people coming out of mining industry (Cessnock – getting best roadworks)</li> <li>• When farming land was bought up for mines, lost houses on the land</li> <li>• Singleton Council hasn't previously had strategic plan on releasing land</li> <li>• 'Downturn' – is just a change in business, restructuring, things are changing</li> <li>• Change happens quickly here – we need the social and economic flexibility to cope with rapid change</li> <li>• We need to be forward thinking</li> <li>• Need to encourage other industries</li> <li>• An issue becomes what you 'talk it up to be' – importance of perception – the changes can be viewed positively. Mining has been part of the landscape for decades, will be here for a long time</li> </ul> | <ul style="list-style-type: none"> <li>• Can we put more effort into transitioning workers back into the general workforce in the local economy – support the development of small businesses? Decrease transience</li> <li>• What are the gaps in terms of retail services etc?</li> <li>• Cost of living – a lot more (housing) shopping choice in Singleton now, more competition, prices have become more reasonable and are similar to neighbouring areas</li> <li>• Housing prices (Defence) not high in comparison with Lower Hunter (similar prices)</li> <li>• Using downturn as opportunity to plan</li> <li>• Learn from mistakes – resilience for future – how to build resilience?</li> <li>• Mine camp – can take peaks off</li> <li>• How can councils be proactive reacting to future mine camp demands: <ul style="list-style-type: none"> <li>○ Design</li> <li>○ Location</li> <li>○ Legacy benefit</li> <li>○ Adaptive housing</li> <li>○ Amenity</li> </ul> </li> <li>• Communication of industry jobs to housing sector</li> <li>• Less prepared for future upturn?</li> <li>• May need to bring back mining workers</li> <li>• Local skills/work to retain mining skills through up/ down cycle</li> <li>• Boom/bust breaks community continuity</li> </ul> |
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**Question 2: What is the outlook that you see from within this downturn?**

- Using downturn as opportunity to plan
- Learn from mistakes – resilience for future – how to build resilience?
- Mine camp – can take peaks off
- How can councils be proactive reacting to future mine camp demands?
  - Design
  - Location
  - Legacy benefit
  - Adaptive housing
  - Amenity
- Communication of industry jobs to housing sector
- Less prepared for future upturn?
- May need to bring back mining workers
- Community education about boom/bust - education about financial management
- Managing community expectations.

**Topic 3. Other factors**

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| <ul style="list-style-type: none"> <li>• Other local developments – a number of new estates being developed – Hunter Highlands, Branxton, Mason Dieu, Hunter View, and Pinnacles – what is the capacity in these?</li> <li>• Huntlee – attraction is proximity to Expressway:           <ul style="list-style-type: none"> <li>○ Closer to mines further up the valley</li> <li>○ Some mine workers will rent a house locally and go home after a shift</li> <li>○ Difficulty for spouses to find appropriate employment in the Upper Hunter</li> <li>○ Defence will be looking closely at Huntlee – gives wider options</li> <li>○ Huntlee may be ‘halfway’ point</li> <li>○ Expressway – increased accessibility.</li> </ul> </li> <li>• Other industries – power industry- possible extra power station, but also Bayswater may be closing</li> <li>• Do we encourage other industries to come to Singleton?</li> <li>• These days we don’t necessarily need an office</li> <li>• Expressway caused own housing issues with accommodation for workers - has gone now</li> <li>• Previous – provision of worker housing (beginning of growth in industry)</li> <li>• Worker accommodation needs to utilise local industry</li> <li>• MAC accommodation in Narrabri working very well</li> <li>• Would need to look at both Singleton and Muswellbrook</li> <li>• Still difficult to get into housing market</li> <li>• Is ‘downturn’ a misnomer? Is it really leveling out – returning to normal?</li> </ul> | <ul style="list-style-type: none"> <li>• Huntlee – other different developments planned community larger. Unique – new not renewal / cross boundary – rates to Singleton (30%)</li> <li>• Expressway – pop push up expressway – out of Newcastle</li> <li>• In boom private investors didn’t take up opportunities – why, what drives? – finance, confidence, infrastructure, cost, return certainty, boom/bust</li> <li>• Over-supply of land in Upper Hunter Shire.</li> <li>• Normalisation – still good returns</li> <li>• Primo abattoir, Upper Hunter Wind farms - perception ‘one horse town’ not true for whole sub-region</li> <li>• Mine owned/built housing?</li> <li>• Difference between Muswellbrook and Singleton:           <ul style="list-style-type: none"> <li>○ Muswellbrook less attractive community – high number of empty properties now</li> <li>○ More extreme downturn. Gaol – transients</li> </ul> </li> <li>• Expressway could pull people out of the Upper Hunter</li> <li>• Tourism – Upper Hunter – possible future employment industry</li> <li>• Thoroughbred breeders have own accommodation</li> <li>• Infrastructure funding head works – new developments – add to price</li> <li>• Lack of diversity/planning by local business – vulnerable in downturn – impact population</li> </ul> |
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## Group Activity 2. Key Housing Outcomes

<b>Theme 1: Rental affordability and availability</b>	<b>Theme 2: Lifestyle and Community</b>
<ul style="list-style-type: none"> <li>• Make it easier for people to rent e.g. not so hard for first time renters to get a home</li> <li>• Reduce rent for non-worker e.g. Centrelink, very low income earners</li> <li>• Stability in the rental market.</li> <li>• Reduced rents</li> <li>• Increase in the amount of affordable housing stock. Increase in diversity of stock</li> <li>• Easing of pressure on most vulnerable tenants (in upturn and downturn)</li> <li>• Access to housing for mining industry employees and their families.</li> <li>• Aboriginal family able to gain accommodation in the private rental market</li> <li>• Affordable housing for Aboriginal families</li> </ul>	<ul style="list-style-type: none"> <li>• Housing is in context of desirable/liveable community</li> <li>• Mining industry employees are welcome in local communities</li> <li>• 'Liveable' housing to accommodate ageing in place</li> <li>• A focus on amenity in new development to give the best possible chance of retention in boom and bust</li> <li>• Greater opportunities and incentives for my children to remain in town (should they wish to)</li> <li>• (Lifestyle focus) - remaining competitive with other markets (e.g. Maitland, Newcastle) to ensure continuity of the housing sector in the area</li> <li>• Housing style planned to add value to "sense of community"</li> <li>• Better infrastructure in public transport to encourage living in the area and tourism</li> </ul> <p><b>Sub-theme: Services</b></p> <ul style="list-style-type: none"> <li>• Plan community services to meet needs of new families moving to new homes</li> </ul>

<b>Theme 3: Social Housing</b>	<b>Theme 4: Delivery of housing to the market. (Investment/Attraction)</b>
<ul style="list-style-type: none"> <li>• During up and down turn – Buffer impacts of boom and bust by developing permanent price capped critical housing for: <ul style="list-style-type: none"> <li>○ Public</li> <li>○ Aged</li> <li>○ Emergency</li> <li>○ Homeless shelter</li> </ul> </li> <li>• Social housing in unemployment further decreases the attractiveness of existing towns</li> <li>• Accommodation style boarding houses for Men, Youth, Women and Children. All separate of course</li> <li>• Increase in short term crisis and transitional housing stock</li> <li>• Improved lag times i.e. State/Federal funding for solutions</li> <li>• Increased infrastructure and service provision to address homelessness</li> <li>• More housing support workers to help sustain tenancies</li> <li>• More homeless accommodation – long and</li> </ul>	<ul style="list-style-type: none"> <li>• Market education</li> <li>• Quality development of homes/developments to enhance "sense of place"</li> <li>• Changing of market perceptions, as to: size, needs and quality of housing</li> <li>• Affordable/appropriate taxation of new housing (locally) i.e.: <ul style="list-style-type: none"> <li>○ s 94 contributions</li> <li>○ Rates</li> </ul> </li> <li>• Who pays for infrastructure i.e. should be entire community for community assets</li> <li>• Reduced council restrictions/costs/delays in housing approvals</li> <li>• Affordable infrastructure provision – i.e.: <ul style="list-style-type: none"> <li>○ Reduced cost</li> <li>○ Who pays?</li> <li>○ Who benefits?</li> </ul> </li> <li>• Appropriate amount of land released to accommodate demand</li> <li>• Reduced land prices.</li> </ul>

<b>Theme 3: Social Housing</b>	<b>Theme 4: Delivery of housing to the market. (Investment/Attraction)</b>
<p>short term with support for – drug and alcohol, young parents and displaced youth</p> <ul style="list-style-type: none"> <li>• Short term accommodation for: <ul style="list-style-type: none"> <li>○ Men</li> <li>○ Youth</li> <li>○ Family – homeless</li> </ul> </li> </ul> <p><b>Sub-theme: Support Services</b></p> <ul style="list-style-type: none"> <li>• More supported services for housing e.g. mental health, drugs and alcohol</li> </ul>	<p><b>Sub-theme: Infrastructure</b></p> <ul style="list-style-type: none"> <li>• Appropriate transport and infrastructure (affordable)</li> <li>• Reduced infrastructure costs of planning delays / road blocks make investment attractive</li> <li>• Infrastructure options. Reduce cost to improve housing affordability</li> </ul>

<b>Theme 5: Strategic Planning</b>	<b>Theme 6: Housing Diversity</b>
<ul style="list-style-type: none"> <li>• Council to do more strategic planning and releases for land: <ul style="list-style-type: none"> <li>○ Block sizes</li> <li>○ Different developments.</li> </ul> </li> <li>• Improved population and housing need projections to support planning and diversity of land and housing</li> <li>• New urban release areas. i.e. Huntlee, Hunter Expressway and its impacts on existing towns and communities.</li> <li>• Future use. If/when not required for mining employees i.e. refer BHP previous housing now owned by employees</li> <li>• Land and infrastructure stocks ready to respond to need and changes</li> <li>• Flexibility of planning. Planning needs to feed back up to NSW Government's "Regional Growth Plan" to facilitate direction of infrastructure funding back down</li> <li>• Long term vision/plan for housing in the town/region – encouraging more connected communities</li> <li>• Long term sub-regional strategy for housing growth</li> <li>• Communication channels from industry to inform housing sector well before impacts – on an industry level not individual operations</li> <li>• Focus on utilisation of land. Appropriate zoning</li> <li>• Housing that reinforces town centres, not create new ones</li> <li>• Infill and renewal</li> <li>• Housing where it's needed - not where we think it's needed</li> <li>• More planning done with infrastructure and services available</li> </ul>	<ul style="list-style-type: none"> <li>• Different types of housing for first time buyers: <ul style="list-style-type: none"> <li>○ Rent to buy</li> <li>○ Part rent part buy</li> <li>○ Shared ownership</li> </ul> </li> <li>• Create diversity in accommodation types to meet needs of different 'groups' in the community e.g. aged, singles etc</li> <li>• Models for adaptive re-use of housing created during boom or construction phases</li> <li>• Delivery of greater diversity of housing on the ground (someone to take the risk first)</li> <li>• Flexible/adaptable solutions.</li> <li>• Housing types that better suits market requirements.</li> <li>• Diversifying housing styles: <ul style="list-style-type: none"> <li>○ Small blocks</li> <li>○ Retirement villages</li> <li>○ Stopovers for travellers, caravans etc</li> </ul> </li> <li>• Diverse housing options i.e.: <ul style="list-style-type: none"> <li>○ Layout</li> <li>○ Attached/detached</li> <li>○ Support through permission i.e. via flexible DCP/ LEP</li> <li>○ Variation on lot sizes</li> </ul> </li> <li>• Housing diversity and options.</li> <li>• Improved aged care facilities – live at home rather than in an aged care facility</li> <li>• Sub-region promotes innovative housing solutions as a point of difference to other regions</li> <li>• Greater housing diversity – not everyone wants to live in a high/medium diversity estate.</li> <li>• 'Something for everyone' more diversity in housing types and models. Greater equality for all groups (young, old, middle aged, rich, poor, middle income)</li> </ul>

<b>Theme 5: Strategic Planning</b>	<b>Theme 6: Housing Diversity</b>
<p><b>Sub-theme: Collaboration</b></p> <ul style="list-style-type: none"> <li>• Collaborative approach to housing across sub-region. Recognise differences between the three councils, but embrace a stronger collective approach</li> <li>• Embrace collective knowledge of innovative housing solutions</li> <li>• Council, Industry and housing sector collaboration for housing planning</li> <li>• Collaborative regional and sub-regional planning. Huge differences between Scone, Muswellbrook and Singleton</li> <li>• Formal communication with the mining sector and planning to allow best preparation for future growth</li> </ul> <p><b>Sub-theme: Leadership</b></p> <ul style="list-style-type: none"> <li>• Find/ partner market leaders to drive outcomes</li> </ul>	<ul style="list-style-type: none"> <li>• Integrate housing with education providers</li> <li>• Mix of densities – refocus toward smaller forms of housing</li> <li>• Flexibility/ adaptability of built form to cater for different markets</li> </ul>

<b>Theme 7: Resilience and education, Economic Development and Diversity</b>	<b>Theme 8: Commercial Models</b>
<ul style="list-style-type: none"> <li>• Greater economic diversity to alleviate volatility of housing affordability linked to resource industry</li> <li>• More planning done with infrastructure/business and selling their name and services</li> <li>• Employment opportunities – other industries and services – future mining opportunities i.e. construction versus operational workers</li> <li>• During a downturn – develop programs to integrate ex mining workers into other parts of the local economy</li> <li>• Diversified economy (new or growth in business other than mining)</li> <li>• Housing supply that doesn't impact on job growth i.e. that doesn't limit future potential business growth</li> <li>• Encourage other trades/industries to develop and come into town</li> </ul> <p><b>Sub-theme: Education, skills and resilience</b></p> <ul style="list-style-type: none"> <li>• Financial advice/ education about buying versus renting, property planning for future potential up and down turns = keep people in their homes</li> <li>• Education of the community and construction industries about boom and bust cycles</li> <li>• Provide opportunities for mining personalities to obtain other skills</li> <li>• Assisting mining people with other skills/ opportunities for employment, before leaving the area</li> </ul>	<ul style="list-style-type: none"> <li>• New commercial models for the delivery of land and housing – e.g. ground leases as a means of minimising risk</li> </ul>

<b>Theme 9: Workforce Options</b>	
<ul style="list-style-type: none"> <li>• Use of creative solutions in peaks to provide long term benefit during lows.</li> <li>• During an upturn – utilise mining camps to take up excess demand and soften rent price fluctuation</li> <li>• A plan for temporary housing if/ when the need arises again</li> <li>• Smoothing of boom/ bust cycle of housing by adopting local approach to temporary housing</li> </ul>	

### Group Activity 3. Key Actions

The actions below that are highlighted in **bold** were considered to be relevant on a sub-regional basis.

<b>THEME: Affordable Rental Housing</b>			
<b>Action</b>	<b>Who</b>	<b>Timeframe (short/ long)</b>	<b>Priority HiHighergher / Lower</b>
<b>1. Increase number of stock of affordable housing</b>	Local, State and Commonwealth Government Developers Community Housing providers e.g. Compass Housing.	Long	Higher (4)
2. Increase diversity of affordable housing	Local government Developers Community Housing providers e.g. Compass Housing.	Long	Higher (4) Lower (2)
3. Increase pressure on local government, and state government law to allocate affordable housing and new development (Many issues to consider with respect to this issue)	Community service providers Council putting pressure on state Peak bodies (Housing)	Short – medium	Higher (3) Lower (4)
4. If zoning is an issue, review to facilitate affordable housing: <ul style="list-style-type: none"> <li>• Flexible.</li> </ul>	Councils	Short term review Medium term – action • In-train.	Higher (1) Lower (5)

<b>THEME: Social Housing and Homelessness</b>			
<b>Action</b>	<b>Who</b>	<b>Timeframe Short/long</b>	<b>Priority Higher/lower</b>
<b>1. Service provision to support tenancies (early intervention) – inadequate currently</b>	State government agencies (integrated – whole of government response)  Service providers e.g. St Vincent de Paul Society, Upper Hunter Community Services, Benevolent Society etc  Housing NSW	Short	Higher (5)
2. Service provision for crisis accommodation	State Government agencies (integrated - whole of government response)  Service providers e.g. St Vincent de Paul Society, Upper Hunter Community Services, Benevolent Society etc  Housing NSW	Short	Higher (4) Lower (1)
3. Provision of crisis accommodation infrastructure – especially men and youth: <ul style="list-style-type: none"> <li>Partnerships e.g. Bull Street NTL and Housing NSW – current models available in both crisis and social.</li> </ul>	Local government and State Government (discussion paper being released in 2014 – 2 <sup>nd</sup> half of year)  Business Community Service providers Community Housing providers	Short	Higher (6) Lower (1)
<b>4. Increase stock of social housing</b>	Local, NSW and Commonwealth governments  Community Housing providers	Long	Higher (5) Lower (2)

<b>THEME: Bringing housing to market</b>			
<b>Action</b>	<b>Who</b>	<b>Timeframe Short/long</b>	<b>Priority Higher/lower</b>
1. Identify partners for councils to develop innovative joint ventures: <ul style="list-style-type: none"> <li>Capacity issues for council?</li> </ul>	Councils	Short	Higher (3) Lower (4)
2. Develop prospectus outlining models for successful commercial outcomes that have been delivered elsewhere	Urban Growth NSW Councils	Short	Higher (2) Low (5)
<b>3. Build a case for Government investment in the Upper Hunter</b>	Councils, state government	Short	Higher (6) Lower (3)
<b>4. Investigate partnering arrangements to deliver commerce models that stack up</b>	Councils, state government	Short	Higher (3) Lower (2)
5. Investigate infill sites that have adequate infrastructure to increase housing supply	Councils	Short	Higher (3) Lower (3)
6. Investigate the provision of non-essential infrastructure to ensure attractiveness of Upper Hunter Shire is maximised (e.g. internet): <ul style="list-style-type: none"> <li>Require certain non-essential infrastructure for the development of certain size?</li> </ul>	Commonwealth government Service providers	Short	Lower (3)
7. Promote and deliver ease of development applications and approvals.	Council	Short	Higher (10)
<b>8. Instigate an education path for smaller developers to show how development assessments can occur</b>		Short	Higher (2) Low (3)

<b>THEME: Commercial models to deliver housing to market</b>			
<b>Action</b>	<b>Who</b>	<b>Timeframe Short/long</b>	<b>Priority Higher/lower</b>
<b>1. Investigate the relationship between mining cycle and investment cycle (e.g. Defence Housing)</b>	Mining companies Government	Short and ongoing	Higher (2) Lower (1)
2. Council investigate suitability of rezoning land with land owners in preferred locations	Councils	Short	Higher (9)
<b>3. Investigate alternative funding and financing models for local councils (infrastructure):</b> <ul style="list-style-type: none"> <li>e.g. bond, equity, time, superannuation funds?</li> </ul>	State government Councils	Short	Higher (9) Lower (4)
<b>4. Demonstrate innovative and feasible ways of delivering infrastructure</b>		Short	Higher (5) Lower (1)



<b>THEME: Housing Diversity</b>			
<b>Action</b>	<b>Who</b>	<b>Timeframe Short/long</b>	<b>Priority Higher/lower</b>
<b>Facilitate different types of housing through policy – but do communities want</b>	Councils Community Housing providers State government	Short-medium	Higher (4) Lower (4)
Role model what can be commercially viable	Councils and development industry Urban Growth	Short-medium	Higher (2) Lower (2)
Investigate how VPAs could be used to incentivise/ facilitate more housing development	Councils and development industry	Short-medium	Higher (2) Lower (4)
Ensure council/state infrastructure is responsive to housing diversity plans	Councils, State Government	Short-medium	Higher (4)

<b>THEME: Strategic Planning and Collaboration</b>			
<b>Action</b>	<b>Who</b>	<b>Timeframe Short/long</b>	<b>Priority Higher/lower</b>
<b>1. Joint council program to identify/stocktake issues and to stocktake housing stock/land</b>	Councils Department of Planning and Environment Urban Development Program	Annual	Higher (5)
<b>2. Develop lead indicators of growth</b>	Department of Planning and Environment Division of Resources and Energy	Regular	Higher (4)
<b>3. Deliver a Sub-Regional Infrastructure plan</b>	Department of Planning and Environment	Short	Higher (12) Lower (2)
<b>4. Collaborate to align council strategies on housing – complementary, supportive</b>	Upper Hunter, Muswellbrook and Singleton councils Department of Planning and Environment	Short	Higher (10) Lower (2)
<b>Councils and Department of Planning to investigate whether there is a need for a sub-regional affordable housing strategy</b>	Councils Department of Planning and Environment	Short	Higher (3) Lower (3)

<b>THEME: Strategic Planning and Collaboration</b>			
<b>Department of Family and Community Services (FACS) to develop a sub-regional strategy to address homelessness (councils would call for this/ district homelessness committee)</b>	FACS (Singleton Council would take lead)	Short – medium	Higher (3) Lower (2)

<b>THEME: Workforce Housing</b>			
<b>Action</b>	<b>Who</b>	<b>Timeframe (short/long)</b>	<b>Priority Higher/Lower</b>
1. Investigate temporary workers accommodation by working with all stakeholders to explore issues/ options potentially leading to a policy on this type of housing	Three councils to drive with stakeholders	Short – medium term (Needs to be done in downturn)	Higher (7)
2. Engage with the Australian Army to provide housing that will meet their needs	Councils Defence Housing Australia	Short	Higher (4) Lower (1)
3. Engage with viticulture/agriculture industries on options for accommodation for other temporary workers	Councils Viticulture and agriculture industries	Short	Higher (5) Lower (2)

<b>THEME: Sense of Community and Lifestyle</b>			
<b>Action</b>	<b>Who</b>	<b>Timeframe Short/long</b>	<b>Priority Higher/lower</b>
1. More community events and participation	Councils	Short/long	Lower (2)
2. Use existing forums to urge mining (everyone?) involvement in community events. Is this already happening?	Mining industry Councils	Short	Higher (1)
3. Develop spaces for public activity and social activity e.g. park/bbq/cycleway/activated spaces	Councils Developers and investors	Long (2 years)	Higher (2) Lower (3)
<b>4. Attract people to the region through unique infrastructure, lifestyle, health, education services and opportunities.</b>	Mining companies Councils (Resources for Regions, relocation grants)	Short/long	Lower (2)
5. Holistic/ quality planning for housing	Councils Developers	Long	Higher (5) Lower (1)

<b>THEME: Sense of Community and Lifestyle</b>			
6. Allow and encourage community events (large scale)	Councils	Short/long	Lower (4)
7. Planning instruments to allow development that encourages sense of community	Councils	Short	Lower (2)
8. Initiatives to improve urban renewal/ amenity	Councils. Chambers of commerce (more dynamic).		Higher (1) Lower (7)
<b>9. Marketing Upper Hunter as an attractive place to live (Dubbo model?)</b>	Destination NSW	Short/ long.	Higher (5) Lower (2)

<b>THEME: Economic Diversity and Resilience</b>			
<b>Action</b>	<b>Who</b>	<b>Timeframe Short/long</b>	<b>Priority Higher/lower</b>
1. Local procurement opportunities for local businesses	Chambers of commerce Mining industry		Lower (6)
2. Targeted studies on adaptable housing options to ensure appropriate numbers (don't distort market)			Higher (1)
3. Training, skills, education during downturn: <ul style="list-style-type: none"> <li>Diversify workforce skills to keep people local.</li> </ul>			Higher (4) Lower (1)
4. Industrial zoning to encourage diversity.	Councils		Lower (1) Higher (1)
<b>5. Manage financial ups/ downs:</b> <ul style="list-style-type: none"> <li><b>Education?</b></li> <li><b>Financial advice (e.g. for apprentices)</b></li> <li><b>Part of TAFE courses</b></li> <li><b>Seminar?</b></li> </ul>	Mining/ other companies TAFE Chambers of commerce		Higher (3) Lower (1)
6. Housing options that are adaptable to improve community resilience as workforce changes occur (e.g. construction versus operation)			Higher (5)
7. Educate community on housing investment			Lower (6)
<b>8. Workshops for local businesses to better market themselves to locals to keep workforce opportunities.</b>			Lower (3)
9. Implement affordable commercial spaces to attract diverse industries (flatten	Councils Developers	Long	Lower (1)

<b>THEME: Economic Diversity and Resilience</b>			
peak/trough)			
10. Encourage decentralisation of companies	Department of Planning and Environment		Lower (4)
<b>11. Branding/marketing exercise about attraction of the Upper Hunter</b>	Chambers of commerce – alignment? Community engagement – mines. Councils		Higher (5) Lower (1)
<b>12. Mining industry to inform developers and planners about the future growth/ development:</b> • <b>Upper Hunter Workforce Plan</b>	Companies Division of Resources and Energy Department of Planning and Environment	Short	
13. Incorporate data findings (above in Action 12) into strategic planning	Councils Developers	Medium	Lower (1)

## Synthesis and Next Steps

- More of a case for collaboration
- Agreed across the room
- Different range of stakeholders for different actions
- What does collaboration look like?
  - Strategy development based on today's work (a living document to be refined / reviewed) – approach supported
  - Piecemeal implementation of actions – approach not supported
- Someone needs to lead it. Who?
  - 3 Councils (convince General Managers)
  - Report from today could help
  - Agreed the need for State Government help with resourcing (Dept. Planning and Environment?)
  - Minerals Council? (not the right agency)
- Document and clarify priorities
  - Then decide who leads / resources (e.g. Dept. of Premier and Cabinet, Dept. Planning and Environment, UrbanGrowth NSW)
  - Government service agencies for some, economic agencies for other
- Direct workshop report to D Dept. of Premier and Cabinet and DPC can then consider which agencies
- Feedback from developers? At the right stage.
- NSW Minerals Council will own the report until another lead agency is confirmed.
- Review the work completed to date (no re-invention of the wheel): Urban Development Institute of Australia; Government strategies, Housing Industry Association
- Identify other stakeholders to be involved: Builders and Financiers not at the table
- Workshop Report:
  - Reflects today's work in a 'strategy'
  - All those invited to the workshop to receive a copy.