

Affordable Housing Action Taskforce - Terms of Reference

Adoption Date:	17/06/2025
Amendment Date:	29/07/2025
Minute Number:	MIN24.518, MIN25.319, MIN25.367
Next Review Date:	1/12/2028
Related Legislation:	Environmental Planning and Assessment Act 1979
Associated Policies/Documents	Code of Conduct Code of Meeting Practice Affordable Housing Strategy 2024 Community Strategic Plan Local Strategic Planning Statement Delivery Program and Operational Plan
Directorate:	City Development
Responsible Owner:	Manager - Strategic Planning
Record Number:	POL25/183

1. Purpose

The purpose of the Affordable Housing Action Taskforce (the Taskforce) is to support Shoalhaven City Council's implementation of its *Affordable Housing Strategy 2024*. Council recognises the benefits of working with others to implement its Strategy. The Taskforce will lead work to execute the actions set in the Strategy by leveraging the knowledge, skills, and connections of its members in the planning and delivery of affordable housing (for rent or purchase) and related industries.

The purpose of the Taskforce aligns with Council's:

- Community Strategic Plan, supporting *Key Priority 1.1 Support inclusive, safe, and connected communities*
- Local Strategic Planning Statement, supporting *Planning Priority 1 Providing homes to meet all needs and lifestyles*

2. Interpretation

For the purpose of this document:

Affordable Housing is defined by the *Environmental Planning and Assessment Act 1979* as housing for very low income households, low income households and moderate income households, being such households as are prescribed by the associated regulations or as are provided for in an environmental planning instrument.

Affordable Rental Housing refers to affordable housing that is exclusively rented, generally from a Community Housing Provider.

AHS means the *Shoalhaven Affordable Housing Strategy 2024*.

Chairperson/Chair means the chairpersons of the Affordable Housing Action Taskforce.

Council means Shoalhaven City Council.

CHP means Community Housing Provider - not-for-profit organisations that construct and manage properties for a social good. These properties can include social housing, affordable housing, co-operative housing, transitional housing, crisis accommodation and others. CHPs generally prefer to hold and manage their own properties, however they often manage properties owned by government bodies (such as local councils) and private actors. These properties are rented out at various levels (with addition services provided as needed) to people on very low, low or moderate incomes.

CSP means the *Shoalhaven City Council Community Strategic Plan 2032*.

DPOP means the *Shoalhaven City Council Delivery Program and Operational Plan*

Elected members mean the elected Councillors of Shoalhaven City Council

Homes NSW is the NSW Government Agency established to lead the NSW government's response to social and affordable housing and homelessness, It is responsible for the construction, maintenance and repair of public housing.

LSPS means *Our Shoalhaven 2040 – Shoalhaven Local Strategic Planning Statement*

Member means a member of the Affordable Housing Action Taskforce.

Taskforce means the Affordable Housing Action Taskforce.

3. Status of the Committee

The Taskforce provides non-binding advice to Council for its consideration. The Taskforce also supports Council's implementation of its Strategy through leveraging the use of member's networks and joint advocacy efforts.

4. Role

- Provide Council with advice on the implementation of the Strategy, guided by its members skills, expertise, and experience.
- Use network, government, and industry connections to inform and drive the implementation of actions set in the Strategy.
- Utilise networks and connections to promote the Taskforces awareness raising, education, and advocacy campaigns.
- Advise on the development, review and implementation of the Strategy.
- Monitoring and evaluation of the effectiveness of the Strategy.

5. Key strategy, plan and other linkages

The purpose of this Committee is linked to the achievement of the following objectives and actions within the Council's Strategies, Plans and other documentation.

Document	Objective/Action	Anticipated date of achievement
Community Strategic Plan,	Key Priority 1.1 Support inclusive, safe, and connected communities	Ongoing
Delivery Program & Operational Plan	Action 1.1.05 Develop plans which will enable a variety of affordable and appropriately serviced housing options.	Ongoing
Affordable Housing Strategy	1.1 Complete a desktop audit of Council-owned land to identify opportunities for future affordable housing utilisation.	Dec '26
	1.2 Implement an affordable housing contributions scheme.	Dec '26
	1.3 Consider planning and development controls to facilitate manufactured home estates closer to urban centres.	Dec '26
	1.4 Develop strategic principles for affordable housing.	Dec '26
	1.5 Provide dwelling assessment support to affordable and high-density housing development applications.	Dec '26

Document	Objective/Action	Anticipated date of achievement
	1.6 Create a collaboration agreement with preferred CHPs.	Dec '26
	1.7 Continue advocacy to the NSW Government and Federal Government on affordable housing issues.	Dec '26
	1.8 Run an education campaign about the benefits of affordable and diverse low-cost market housing.	Dec '26
	2.1 Investigate a shared equity or joint venture development model with a CHP.	Dec '28
	2.2 Investigate meanwhile uses on identified Council land.	Dec '28
	2.3 Consider targeted bonuses in planning controls to encourage the supply of affordable or higher density housing and the preparation of development controls that support and supplement these bonuses.	Dec '28
	2.4 Consider adjusting planning controls to increase densities in strategic centres, new release areas and existing residential areas.	Dec '28
	2.5 Investigate the potential for co-living housing near town and village centres.	Dec '28
	2.6 Facilitate opportunities for homeowners and manufactured home estate operators to deliver tiny homes.	Dec '28
	3.1 Dedicate Council-owned land to innovative affordable housing developments.	Dec '31
	3.2 Investigate pilot projects of exemplary diverse and affordable housing types to increase market confidence.	Dec '31
	3.3 Introduce guidelines to increase dwelling diversity in greenfield developments.	Dec '31

6. Delegations

The Taskforce may make recommendations to Council on all matters within the role outlined above. These recommendations may be submitted via the minutes of each meeting to Council for consideration. This does not include substantial issues and recommendations (possibly including expenditure) which will be reported to Council by a separate report prepared by Manager – Strategic Planning. The Committee does not have the power to incur expenditure (directly or indirectly), or the power to bind Council.

7. Membership

The Taskforce will be chaired by a Councillor, elected by Council. The Taskforce is expected to act in accordance with the Role of the Taskforce as defined in Section 4.

Membership of the Taskforce will consist of representatives from NSW Government Agencies, CHPs, related service providers, industry representatives, and members of the community with skills, experience, or an interest in increasing the supply of affordable housing in Shoalhaven. Members will also have access to networks which they can promote, educate, and advocate with matters relating to affordable housing.

The voting and non-voting members will be as follows:

Voting Members

- Appointed Chair (Mayor or Councillor appointed by Council)
- Mayor
- Three (3) Councillors
- Indigenous representative
- Youth representative (18-25 years)
- Five (5) Community representatives with an interest in supporting Council's implementation of the Strategy, with desired representation from North, Central, and South of Shoalhaven Local Government Area.
- Five (5) representatives of relevant Government Agencies, Community Housing Providers, Service Providers, and the Development Industry.
- One (1) representative from a community organisation in the crisis and emergency accommodation sector to be selected at each meeting.

Non-Voting Members

- All other Councillors
- Council's Chief Executive Officer (CEO) or nominee
- Additional representatives of relevant Government Agencies, Community Organisations, Community Housing Providers, Service Providers, and the development industry.
- State and Federal Members
- Relevant Shoalhaven City Council staff required to support or inform the Taskforce's considerations, for example representatives of Strategic Planning, Development Assessment, Strategic Property, and Community Connections.

Councillor Representatives

Council appoints (1) Councillor to be the voting Chair of the Committee and three (3) Councillors as voting members. Note: Any non-voting Councillor in attendance may act as an alternate voting member in circumstances where achievement of a quorum is required, noting that this doesn't apply when quorum specifies the quorum to require community member attendance.

All other Councillors are welcome to attend meetings of the Committee as non-voting members and contribute to discussions however, do not have voting rights.

Community Representatives

Following an expression of interest process, a maximum of three (5) local community representatives, one (1) youth representative between ages 18 and 25, one (1) indigenous representative, will be appointed that meet the following criteria:

- An interest and understanding in the work required to increase the supply of affordable housing in Shoalhaven.
- A commitment to work with Council to implement the actions of its Affordable Housing Strategy.
- Demonstrated access to a relevant network(s) to facilitate awareness raising, education, and advocacy activities.
- A resident or businessperson living or working within the Shoalhaven.
- Desired representation from North, Central and South of the Shoalhaven LGA.

Community representative appointments:

- Nominations should be advertised throughout the community via an Expression of Interest (EOI) process.
- Appointments to the Taskforce will be for a two (2) year term with a set commencement and finish date; with an option to re stand for appointment for one (1) additional term.
- Vacancies will be advertised locally via media and Council communication networks via an Expression of Interest Process.
- Council will manage the application process.
- An assessment panel consisting of a Council staff member (Manager – Strategic Planning), the Chairperson of the Taskforce and one (1) suitably qualified independent representative will assess the applications and make recommendations for appointments to Council based on set criteria. Each member of the assessment panel will vote on recommendations with a majority ruling.

Council Officers

Council officers may attend meetings to provide specialist professional advice in land use planning, social planning, demographic, and governance matters. Council officers do not have voting rights.

Government Agencies, Community Organisations and Service Providers

Five (5) voting representatives will be selected as part of the EOI process from Government Agencies, Community Housing Providers, Service Providers, and the development industry. Should the representative leave their agency/organisation, that agency/organisation will be given the opportunity to nominate another representative on the Taskforce prior to the vacancy going out for EOI.

One (1) voting member will be selected from a community organisation in the crisis and emergency accommodation sector. Other representatives may be present at each meeting as non-voting members, with the voting member to be appointed at the beginning of each meeting.

The Chief Executive Officer (or nominee) may invite a range of other non-voting Government Agencies, Community Organisations, Community Housing Providers, Service

Providers and the development industry to nominate representatives each to provide advice in relation to their functions and areas of expertise.

Chair and Deputy Chair

Council appoints the Mayor or one (1) Councillor to be the Chair of the Taskforce. In the absence of the nominated Chair at a particular meeting, the members shall elect a Chair for that meeting.

Terms of Office

Council appoints the Mayor or one (1) Councillor to be the Chair of the Taskforce.

In the absence of the nominated Chair at a particular meeting, another Councillor or the Chief Executive Officer (or nominee) can be selected to chair the meeting.

Community member appointments to the Taskforce will be for a two (2) year term with a set commencement and finish date; with an option to re stand for appointment for one (1) additional term.

Community member representatives are appointed through an Expression of Interest process.

The term of the Chair and elected members will be one (1) year which will be reviewed annually in September by Council.

8. Committee Meetings

Agenda

Agenda will be distributed 7 days prior to the date of the meeting. Reports or queries about the meeting arrangements should be forwarded to the meeting secretariat (Governance). Councillors and members can contribute to the agenda by submitting a report on a particular issue within the scope of the terms of reference and delegation of the Taskforce four (4) weeks prior to the meeting. The inclusion of the item on the agenda will be subject to the approval of the Chair and the Director of City Development.

Quorum

Seven (7) provided that a minimum of one (1) Councillor, two (2) community representatives, and two (2) voting agency representatives are in attendance.

No proxy votes are permitted. If a quorum is not present within 30 minutes of the scheduled commencement time, the meeting lapses.

Voting

It is expected that the Committee, and any working group, develop recommendations by consensus. If voting is required, a majority shall prevail with the Chair having a casting vote in the case of a tie. Any votes against will be recorded in the minutes.

Meeting Schedule

In general, meetings should be held quarterly or otherwise as determined by the Chair and conducted either in person and/or electronically. Please note as required the Committee can request to meet informally via teams or in person without formal agenda or minutes for the purpose of receiving information only (i.e. not making recommendations/resolutions) and workshopping options to implement the actions set in the Strategy.

Minutes

The Committee shall provide advice to the Council for consideration. The Committee's advice shall be posted on the Council website with minutes reported to the elected Council. Following consideration of the advice from the Committee, any resolution determined by Council, will be made available on the Council website.

Confidentiality And Privacy

Members who may have access to confidential or personal information retained by Council are required to maintain the security of such confidential or personal information and therefore shall not use, or remove any information unless the member is authorised to do so.

Communication, Media and Public Comment

In relation to the communication functions of Committee, the following apply:

- Members of the Committee are not permitted to speak to the media as Council representatives of the Committee unless approved by the Chairperson.
- Where approval has been given by the Chairperson, views and opinions expressed are those of the Committee and not of Shoalhaven City Council.
- Where endorsement is required from Shoalhaven City Council, approval must be sought through the formal processes.
- The Chair of the Committee is the preferred point of contact for communication between members and Council staff.
- Council will endeavour to utilise the Chair as the primary point of contact to communicate with Committee members.

9. Council Staff Responsibility

The Committee's contact within Council is the Strategy Planning Coordinator, within the City Development Directorate. This Directorate is considered to be responsible for, amongst other things, undertaking Council's requirements and obligations set within the Environmental Planning and Protection legislation.

Governance is responsible for administrative support functions of the committee such as collating and distributing the agenda, minutes and notation of apologies.

Guiding Principles

It is expected that members will carry out their functions as members of the Community responsibly. Members will endeavour to:

- Treat each other and those who interact with the Committee with respect and dignity.
- Recognise and respect diverse opinions.
- Give each other the space to speak.
- Listen with open minds.
- Work constructively within the group, including identifying issues and potential recommendations.
- Represent the interests of the community they support.

- Attend scheduled meetings and inform Council's Governance Team in advance should they be unable to attend.

10. Code of Conduct

All members of the Committee are required to observe the provisions of Council's Code of Conduct and any other policy or requirement applicable to the proper functioning of the Committee.

A meeting where conduct not in accordance with these requirements may be adjourned or closed without notice and a breach of the Code of Conduct may lead to a member being expelled from the Committee.

11. Document Control

These Terms of Reference are reviewed at the commencement of each term of Council or as required. Amendments to these Terms of Reference are to be reported to Council for approval. A version history (footnote on front page) is included if amendments have been approved.

12. Other Relevant Documents List

Code Of Conduct

Code of Meeting Practice

Community Strategic Plan