

STATEMENT OF MINISTERIAL EXPECTATIONS

February 2023

**HOMES
TASMANIA**

This Statement of Ministerial Expectations is approved by:



The Hon Guy Barnett MP

Minister for State Development, Construction and Housing

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1. Introduction

This Members' Statement of Expectations has been prepared by the Minister for State Development, Construction and Housing, to set out the Government's broad policy expectation and requirements for Homes Tasmania. This Statement should be read in conjunction with the Homes Tasmania Act 2022 (the Act).

The Statement takes effect from the date it is signed and remains in effect until it is amended or revoked. The Statement is to be tabled in Parliament and published on the Homes Tasmania website.

2. Purpose

Homes Tasmania is established as a statutory authority, with its functions outlined at sub section 11(1) of the Act. Its primary purpose is to provide housing and housing assistance to eligible Tasmanians and to strategically manage and develop housing across Tasmania, giving consideration to the requirements of the complete housing continuum, and to best meet the needs of all Tasmanians, both now and into the future.

3. Strategic Expectations

3.1 Overarching Expectations

Safe, secure, appropriate, affordable housing is a fundamental human right that supports people to reach their goals and potential in every other area of their lives. Every Tasmanian deserves a roof over their head and with it, the opportunity to thrive. The Tasmanian Government wants to ensure the housing needs of all Tasmanians can be met, including those most in need of such assistance and services, those in the workforce and people as they age. We also want to increase the resilience of communities, homes and households, the diversity of housing options, and opportunities for all Tasmanians.

In all its operations, I expect Homes Tasmania to meet the principles of good public administration, and;

- Be accountable and transparent in its operations and decision-making
- Promote the public good in delivering advice, programs and services that benefit all Tasmanians
- Operate with integrity and impartiality, making honest, fair and respectful decisions that are equitable, evidenced based, with a view on long term outcomes, and that are inclusive
- Operate with competitive neutrality, avoiding market monopolies and creating

contestability to achieve the Government's outcomes

- Be responsive to needs of all Tasmanians, the Tasmanian Government and the Minister
- Provide myself and the Government with timely, holistic advice on matters affecting the supply, quality, resilience and cost of housing.

In undertaking its functions and purpose, I expect the Homes Tasmania Board to:

- clearly delineate its role from the role of management and other agencies
- have a composition and structure that will enable it to fulfill its role effectively
- instill and continually reinforce a culture that acts lawfully, ethically and responsibly, always considering the long-term interests of all Tasmanians
- verify the integrity of its reports and oversee appropriate reporting and engagement with stakeholders
- evaluate its performance and the performance of the chair and directors
- deliver housing and specialised homelessness advice, policies and services for all Tasmanians in response to needs, with a focus on providing safe and affordable housing, including supports available to prevent homelessness
- maximise the supply of social and affordable housing targeted to those in need.
- ensure the whole housing system and homelessness prevention and support services are effective and efficient, aligned with Government policy, and are operating to meet needs of all Tasmanians
- give consideration to social, economic and environmental sustainability in the development of homes and communities to ensure:
 - homes and buildings are safe, healthy, energy and cost-efficient to operate
 - housing aligns with current and future demand, provides for Tasmanians most in need, and is appropriate for their circumstances. This includes specific cohort considerations to align with demand, including Aboriginal and Torres Strait Islander peoples, women with children and those leaving their homes due to relationship breakdowns or domestic or family violence; vulnerable youth under the age of 25; people supported by the Board of Exceptional Need, those with a disability or specific needs and elderly Tasmanians
- plan for the strategic acquisition and development of land that assists in integrating residents with their communities and fosters overall well-being

- efficiently and effectively manage and maintain its assets and resources
- manage financial performance and business risk
- design, acquire and maintain secure and effective information, technology and communications systems
- act in a socially and environmentally responsible manner
- be a committed, high performing and engaged organisation, with a focus on customer service and satisfaction
- understand the population, economic, fiscal, planning, regulatory, environmental and other factors that impact housing supply and demand and develop responsive plans
- identify and propose continuous improvement and innovation within Homes Tasmania.

3.2 Key Government Policy Priorities

Capital delivery program

Homes Tasmania is responsible for delivering the Tasmanian Government's housing commitments, with a key requirement to build or acquire 10,000 new social and affordable homes by 2032 under our \$1.5 billion housing package. Further, Homes Tasmania must continue to deliver all targets under the Affordable Housing Action Plan 2019-2023.

Homes Tasmania must consider the Overarching Expectations in delivering these capital programs.

Tasmania Housing Strategy

The Tasmanian Government is developing a 20 Year Tasmanian Housing Strategy. Once complete, the Strategy will set strategic directions to improve housing and reduce homelessness and housing stress in Tasmania. The Strategy will guide 'Action Plan 3', the Homes Tasmania's Corporate Plan and capital investments, including what type of housing is built and where. It is also expected to guide Homes Tasmania's housing and homelessness programs and projects, to ensure those cohorts most in need receive appropriate support and their needs are met. I expect Homes Tasmania to lead the development of the Strategy, consult with stakeholders, co-ordinate its implementation, and monitor and report on the progress and outcomes.

This Statement of Expectation will be updated as appropriate once the Strategy is finalised.

Tasmania Women's Strategy

The Tasmanian Government has developed the Tasmanian Women's Strategy 2022-2027. I expect that Homes Tasmania will ensure its programs and projects align with the Women's Strategy to improve women's economic security, safety, health and wellbeing and to deliberately manage and address bias that may inadvertently reinforce disadvantage in programs and services.

Accommodation for Children and Young People

Homes Tasmania must provide supported accommodation for young people at risk of homelessness and needs to align its programs and projects with the Child and Youth Wellbeing Strategy. The Secretary of the Department for Education, Children and Youth (the Department) may specifically request support for young people at risk or young people in transition from Out-of-home care or Youth detention. In these circumstances, Homes Tasmania will work collaboratively with the Department to provide appropriate accommodation, manage tenancies and support transitions for young people consistent with their needs and the Department's obligations under the *Children, Young Persons and their Families Act 1997* and the *Youth Justice Act 1997*. Homes Tasmania will also work with the Department to develop new tenancy and timely support and through-care models for youth accommodation facilities and services that reflect the intent of the Government's Strong Families Safe Kids and Youth Justice Reforms. In line with the Overarching Expectations to provide for the needs of individual cohorts, Homes Tasmania must not reject any reasonable request when made in a timely manner. If a request is rejected, the Chief Executive Officer must advise the Minister for Housing including the reason it was rejected. The Minister for Housing retains the power to direct the Chief Executive Officer to implement the request.

Tasmania Planning Reforms

The Tasmanian Government is undertaking the most significant planning reform agenda of the last 30 years, including the introduction of a statewide planning scheme which is now operating across the majority of the State. Other reforms include introducing a set of Tasmanian Planning Policies, and comprehensive reviews of the regional land use strategies. I expect that Homes Tasmania will contribute to the development and maintenance of planning policies, strategies and regulatory reviews, and ensure its programs and projects align and foster improvements in the housing system for the benefit all Tasmanians.

Tasmania Wellbeing Framework

The Tasmanian Government is developing a Wellbeing Framework. I expect that Homes Tasmania will ensure its programs and projects align with the Framework to improve the mental and physical wellbeing of all Tasmanians. *Tasmanian Sustainability Strategy*

The Tasmanian Government is developing a Sustainability Strategy. I expect that Homes Tasmania will ensure its programs and projects promote the sustainable development of natural and physical resources, to consider the implications of development proposals, to prevent environmental harm, and promote activities such as energy efficiency, waste minimisation and recycling.

3.3 Relationship with other Agencies and Authorities

Homes Tasmania's functions require it to have direct and indirect links to regulatory responsibilities and functions performed by many other Tasmanian Agencies and Authorities under other legislation. I expect Homes Tasmania to provide advice, collaborate and maintain clear lines of communication with these bodies in relation to the administration of these functions and the impact this has on the housing system.

I expect Homes Tasmania to maintain direct and indirect links with Commonwealth Government Agencies and Authorities to fulfil their operational responsibilities. I also expect Homes Tasmania to work with the Department of Premier and Cabinet to support their intergovernmental responsibilities and to provide advice, collaborate and maintain clear lines of communication to support the establishment and management of intergovernmental agreements and maximise housing and investment opportunities for Tasmania.

3.4 Relationship with service providers and industry

I expect the Homes Tasmania Board to establish Advisory Committees under section 15 of the *Homes Tasmania Act 2022* to advise it in relation to:

- Homelessness and housing services
- Land use and supply, precinct planning, property development, building and construction
- Finance, capital investment, compliance and risk management.

I expect that these Committees will include representation from relevant sectors and organisations and that the Board will consider their advice in its decision-making. I expect these Committees to meet at least three times per calendar year.

4. Governance and Performance

4.1 Communication with Minister

To meet my Ministerial obligations to Parliament and the public on the functioning of the housing system, I expect Homes Tasmania to provide me with regular information on its operations and performance and bring to my attention in a timely manner, information regarding any significant issues affecting the function of Homes Tasmania, and how other levels of Government and government agencies can help deliver the Government's Housing Strategy, priorities and Overarching Expectations. I expect the Board to inform me in a timely manner, of any issues affecting its capacity to fulfil its statutory functions under the Act and other relevant legislation.

I also expect the Board to inform me, in a timely manner, of any issues that may require my consideration about the performance of my duties and the exercise of my powers.

4.2 Corporate Governance and Values

I expect the Board to focus on and maintain high standards of corporate governance and accountability and to maintain appropriate administrative arrangements to ensure compliance with its statutory obligations

4.3 Strategic Performance

In delivering on the Overarching Expectations, I expect Homes Tasmania to:

- partner with Community Housing Providers, private enterprise and service providers to maximise capacity to deliver government policy agenda
- progress currently committed developments and programs underway, with specific regard to their committed timeframes and outcomes
- ensure homelessness services are provided in a safe, effective and sustainable way that best uses available resources to meet demand
- efficiently and effectively manage the Housing Register, prioritising appropriate housing for those most in need
- wherever possible, ensure housing developments meet a Nationwide House Energy Rating Scheme (NatHERS) 7 rating and a minimum Silver Standard under the Livable Housing Design Guidelines
- deliver safe, secure and appropriate social housing with effective tenancy management services to achieve positive outcomes for tenants
- deliver strategic and operational asset management, including planning, maintenance,

upgrades and renewal, to ensure an appropriate living standard for tenants are upheld. This includes relocations, sales and home ownership programs

- progress the Affordable Housing Strategy 2015-2025 and Affordable Housing Action Plan 2019-2023 (Action Plan 2) until replaced by the Tasmanian Housing Strategy
- work to improve the Housing Connect model to respond more effectively to housing crisis and homelessness in Tasmania
- work with partners to identify and pursue early opportunities to improve the wellbeing of individuals, families and communities through the provision of housing and related services
- use data, specialist expertise, innovative approaches, collaboration and engagement with stakeholders to design and improve programs and projects
- communicate clearly and effectively within Homes Tasmania on the priorities and customer service expectations of the Minister
- develop and enact customer service guidelines that focus on ensuring customer satisfaction, communicating customer entitlements and obligations and continuously improving services, using mechanisms such customer feedback and response times
- develop and enhance stakeholder communication and collaboration, and
- provide transparent reporting against agreed KPIs to maintain trust and confidence of the Tasmanian public.

4.4 Financial Performance

I expect Homes Tasmania to:

- meet its financial and performance targets
- progress activities in keeping with Homes Tasmania's principal objectives and functions that support revenue raising, cashflow management and asset optimisation
- keep accounting records that correctly record and explain its transactions and financial position
- maintain capital structure and debt levels that is consistent with the overall strategic portfolio objectives of the Government as advised by the Minister from time to time
- prepare and forward to the Auditor-General a copy of its financial statements for each financial year in accordance with the *Audit Act 2008*
- prepare an Annual Report to include the financial statements of Homes Tasmania for

the financial year to which the annual report relates, in accordance with the Act, and

- keep the Minister informed of any significant issues affecting Homes Tasmania's financial performance.

5. Operational Expectations

5.1 Compliance with Government Policy

In pursuing the strategic objectives in the context of the Government's directions, and undertaking its functions and exercising its powers, Homes Tasmania shall act in accordance with those Treasurer's Instructions and guidelines that apply to Homes Tasmania; and any Government policies that apply to Homes Tasmania as advised by the Minister.

5.2 Reporting requirements

I expect Homes Tasmania to comply with the relevant planning and reporting requirements specified in any guidelines issued by the Government and the requirements of the Act; including the development of the Corporate Plan consistent with the requirements identified in section 25 of the Act and Annual Report consistent with the requirements identified in section 26 of the Act.

The Board is to seek advice on the draft Corporate Plan and Annual Report from the Minister, before providing a copy of the proposed Corporate Plan and Annual Report to the Minister for approval.

5.3 Activity Reporting

At the direction of the Minister the Board is required to provide data and reports concerning the activity undertaken by Homes Tasmania in the provision of housing and homelessness services.

5.4 Statutory functions

I expect the Board to continue to undertake its statutory assessment, review, approval and advisory functions in a professional and timely manner and to maintain effective administrative procedures to enable this to occur.

5.5 Legal Advice

In keeping with Treasurer's Instruction FC-17 Engagement of Legal Practitioners Homes Tasmania must obtain all legal advice from Law Officers of the Crown and not directly engage external counsel or commercial legal services without the written agreement of Crown Law.

While Homes Tasmania and the Government may each seek advice from the Solicitor General on relevant matters, I expect these requests will be coordinated and that Homes Tasmania and the Government will share advice relating to the operation of the legislation.

5.6 Appointment and responsibilities

The Chairperson and Board members are appointed by the Minister and are responsible to the Minister for the performance of the functions of Homes Tasmania, the achievement of its principal objectives, and ensuring that the business and affairs of Homes Tasmania are appropriately managed.

The appointment of the Chief Executive Officer of the Corporation is referenced in section 19 of the Act and is appointed by the Premier under the provisions of State Service Act 2000. The Chief Executive Officer is subject to the direction of and accountable to the Board and undertakes the functions and duties acting in the best interests of the Corporation and the State and, subject to the State Service Act, consistently with applicable Government policy. The Chief Executive Officer will be subject to an annual performance review undertaken by the Chairperson on or before the 30 June in each calendar year of appointment.

5.7 Employee and Industrial relations

I expect Homes Tasmania to:

- promote a high level of safety throughout the organisation, taking all practical steps to provide its employees, visitors and contractors with safe working conditions;
- adhere to any Government policy guidelines relating to senior executive remuneration including performance pay or other forms of rewards
- be cognisant of any Government policy relating to employee remuneration, consistent with contemporary public sector wages policy
- Promote a culture of innovation, inclusion, trust and accountability.

5.8 Workplace Health and Safety

Homes Tasmania is to develop an annual Work Health and Safety (WHS) Plan for each financial year and conduct annual reviews of its existing WHS policy, ensuring a healthy and safe work environment for all staff, visitors and contractors.

5.9 Integrity and ethics

I expect the Board, management and employees of Homes Tasmania to exhibit the highest level of integrity and professionalism in undertaking their duties and to comply with and uphold the State Service Principles and Code of Conduct.

5.10 Community and Stakeholder Engagement

Homes Tasmania is expected to maintain a consultative relationship with the Tasmanian public, peak bodies, academia, service providers, business, and other Australian and international agencies and organisations that reflect the full spectrum of the housing system, including through the establishment of advisory bodies.

5.11 Policies and Processes

The Board should continue to routinely review and develop its operational policies and processes to ensure it performs its statutory functions proficiently, consistently, effectively and transparently. I expect the Board to focus on ensuring that its processes provide for timely decisions, and advice to be provided and outcomes delivered.