



ACT
Government

Suburban Land
Agency

Strategic Plan

2024 - 2027



Acknowledgement of Country

The Suburban Land Agency acknowledges the Ngunnawal people as traditional custodians of the ACT and recognise any other people or families with connection to the lands of the ACT and region. We acknowledge and respect their continuing culture and the contribution they make to the life of this city and this region.

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Our Vision

Creating Great Places Where Communities Thrive

Our Objectives



**Inclusive
Communities**



**Suburban
Development**



Urban Renewal



**Sound Risk
Management**



**Social and
Environmental
Sustainability**



Value for Money



**Growth and
Diversification of the
Territory's Economy**

Our Principles



Safety



Innovation



**Stakeholder
partnerships**



Agility

Our Strategic Priorities

Leadership

We have the right governance, leadership, capabilities and systems to deliver on our mandate.

Belonging

We embed placemaking across our work program and support housing choice to meet the needs of our community.

Ambition

We set up ambitious and innovative partnerships and delivery structures to assist Government and deliver on our objectives.

Sustainability

We support sustainable and renewable land use to ensure future communities are prepared in the face of a changing climate and moving towards a circular economy.

Community Creation



Place Delivery

Our Vision

At the Suburban Land Agency (SLA), we create great places where communities thrive. This means we don't only deliver land – we take a community focussed approach to deliver places that communities value and build a sense of belonging. Ours is an engagement-driven approach that leads to a more authentic and valued living experience in every sense.

People and their environment are the focus and the heart of every neighbourhood we design and deliver. We collaborate closely with the Ngunnawal people as traditional custodians of the land and any other people or families with connection to the lands of the ACT and region, to ensure their voices shape the narratives of each place we create. Through greenfield development and urban renewal, we aspire to create place experiences and lifestyles that are uniquely Canberran, where everyone feels welcome and at home. We honour the history, features, and place stories of all developments we design, create and deliver.


In recognition of the evolving housing needs and preferences, we offer a diverse mix of house and land options. Through the Government's Indicative Land Release Program (ILRP), we use a variety of sales methods to ensure equitable access to land for all segments of the market.




Our Objectives

Our objectives, as outlined in the *City Renewal Authority and Suburban Land Agency Act 2017 (CRASLA Act)*, include promoting inclusive communities, affordable living, safe and healthy population, social inclusion, housing choice, environmental sustainability, suburban development, urban renewal and social and environmental responsibility. We operate effectively, delivering value for money with sound risk management. We contribute to the Territory's economic growth and diversification, generating revenue to assist Government to deliver on their priorities.

We encourage and promote:




Inclusive communities through the delivery of people-focused neighbourhoods



Suburban development that supports the following:

- affordable living
- a safe and healthy population
- social inclusion
- housing choice



Urban renewal, other than in an urban renewal precinct




Growth and diversification of the Territory's economy



Social and environmental sustainability

We operate effectively:



Delivering value for money



Implementing sound risk management practices.

Our Mission

As the ACT Government's land developer, we have a unique opportunity to make meaningful impact for the people of Canberra and our city. We can future-proof our neighbourhoods by building resilient infrastructure and promoting inclusive and sustainable development practices. This means we maximise the use of scarce public land to deliver great places for people to live, work and enjoy.

Each of our team members provide an essential contribution to our value chain. Our teams include experts from various disciplines who play an essential role in our value chain, either directly, or through enabling and support functions.

Our value chain is depicted below:



Our enabling and support functions include:



Our Principles

Our principles are essential elements for the delivery of our objectives and strategic priorities. In all our endeavours, we are guided by our principles of safety, innovation, stakeholder partnerships, and agility.

Safety

We prioritise and empower our people and embed frameworks to ensure safety first in everything we do.



Innovation

Innovation is about continuous improvement, finding better ways to work, and the freedom to trial new ideas without fear. By embracing a thriving workplace culture that values collaboration, we take a critical step on the pathway of incorporating innovation in our everyday work practices to deliver more innovative outcomes.



Stakeholder Partnerships

We engage with our government, industry and community partners to support government strategies into practice and positively contribute to our city and its people.



Agility

Our culture, systems and processes support us to adapt and respond to emerging opportunities and priorities.



Our Strategic Priorities

We are committed to delivering on our objectives and principles as we work towards our vision of creating great places where communities thrive. Our Strategic Priorities for 2024-2027 take a quadruple bottom line approach – supporting social (belonging), environmental (sustainability), financial (ambition) and governance (leadership) domains. These domains are directly linked to our objectives under the CRASLA Act and align with priorities identified by our staff during the Organisational Performance Assessment in 2023, and by our Board.

Our Strategic Plan is supported by clear governance and planning processes. Our Board and Executive Team hold an annual strategy day to help guide our priorities for the following year to ensure we can deliver on our vision and objectives. From this, our senior leaders attend a planning day to inform our annual Statement of Intent and establish measurable Key Performance Indicators (KPIs) and associated actions to deliver on identified priority actions.

Our performance against KPIs is reported on regularly to our Executive Committee, Board and relevant Sub-Committee to ensure transparency and accountability.





Our Strategic Priorities

Leadership

Our commitment to leadership involves ensuring we have the right governance, leadership, capabilities, systems, and oversight to deliver on our mandate. We are committed to strengthening the provision of visionary, forward looking and resilient leadership that provides sound advice. We are dedicated to evolving our governance structures to be agile, adaptive, and fit-for-purpose.

Our teams are experts and thought leaders in sustainable urban development, city making, neighbourhood design, community development, housing choice and built form excellence.

Leadership supports our objective to operate effectively – delivering value for money and implementing sound risk management.

		Year 1	Year 2	Year 3
Furthering good governance	• Revise internal committee structure, establish Program Steering Committee	●		
	• Establish measurement framework for Social Return on Investment	●		
	• Embed and evaluate Program Steering Committee and Social return on investment to ensure value for money and sound risk management		●	●
	• Establish annual SLA work program	●		
Influencing key stakeholders	• Actively influence and enact recommendations from ILRP Independent Review	●	●	●
	• Engaging and leveraging external/industry experts and stakeholders through events and content campaigns to educate our prospective customers, existing buyers as well as the wider Canberra community	●	●	●
	• Use data-driven analysis to strengthen business cases	●		
Developing our workforce	• Conduct strategic workforce review and planning	●		
	• Implement recommendations from strategic workforce review		●	●
	• Prioritise targeted training and development	●	●	
	• Continue improvements to employee experience and onboarding process	●	●	●
	• Strengthen safety and wellbeing throughout all our work	●	●	●
	• Deliver on our Diversity and Inclusion Action Plan	●	●	●
Leveraging technology	• Execute Digital Transformation Strategy (including Cybersecurity considerations)	●		
	• Ensure staff are trained to fully utilise systems aligned with the Digital Transformation Strategy	●	●	



Our Strategic Priorities

Ambition

We establish ambitious and innovative partnerships and delivery structures to assist Government to better deliver its land release and policy objectives. We are dedicated to nurturing a culture of quality through innovation, infusing ambition into all our projects and practices.

We are striving for innovative development outcomes that put people, place and planet first.

Through innovative industry partnerships and agile delivery structures, we constantly push ourselves to deliver better outcomes for our community and the environment.

Ambition supports our objective to encourage and promote economic growth and diversification of the Territory’s economy.

		Year 1	Year 2	Year 3
Achieving higher project management maturity	• Improve towards level three Project Management maturity – Develop a Strategic Roadmap	●	●	●
	• Review and define the Project Management Office model, functions and services, sizing, capacity and capability and sourcing strategy to meet SLA’s business drivers and Project Management Office customer needs	●		
	• Pilot Project Delivery Office within project teams	●	●	●
Redesigning our organisation	• Align our structure, systems and processes and people to our strategy	●	●	●
	• Communicate the change effectively internally and externally	●	●	●
	• Improve our leadership and culture to transform the organisation	●	●	●
Establishing sustainable funding models	• Optimise our capital structure to respond to market conditions and pursue investment opportunities	●	●	●
	• Review administrative arrangements to strengthen our independence	●		
	• Strategically position SLA to balance financial, land supply, environmental and social value	●	●	●
Connecting our place engagement outcomes with land release methodologies	• Elevate staff understanding and use of place led engagement outcomes through project planning, lessons learned, marketing and sales documentation	●	●	●
	• Develop options and incentives for buyers to contribute to place ambition set out by SLA to improve design outcomes	●	●	



Our Strategic Priorities

Belonging

We listen to the community and co-create solutions to address their needs and create places where everyone feels welcome. We engage with our government, industry and community partners and apply placemaking to help us understand the needs of the communities that will live in our new neighbourhoods, create a shared vision and a place that serves their needs and considers future generations.

No community or precinct is quite the same. Our placemaking and community engagement programs ensure that we capture unique site characteristics and the community’s diverse needs when designing new neighbourhoods.

Belonging supports our objectives to encourage and promote suburban development, urban renewal and inclusive communities and social responsibility.

		Year 1	Year 2	Year 3
Delivering on the Stakeholder Engagement Strategy	• Support residents in our new and expanding suburbs through the Mingle community development program, with an emphasis on building strong and resilient communities	●	●	●
	• Promote open transparent community consultation extensively across all platforms	●	●	●
	• Provide opportunities for Ngunnawal Traditional Custodians and other Aboriginal and Torres Strait Islander people with connection to the lands to input meaningfully into engagement process	●	●	●
Delivering on Placemaking Framework	Embed Placemaking across SLA:			
	• Engage experts within SLA and on key development projects	●	●	●
	• Build placemaking capability within SLA (learn and resource)	●	●	●
	• Become a leader in placemaking by working collaboratively across ACT Government and positioning SLA nationally	●	●	●
	• Report on Placemaking through Governance Channels	●	●	●
	• Review Placemaking Framework		●	●
Delivering on Housing Strategic Action Plan	• Enable housing supply to meet community needs	●	●	●
	• Refine and strengthen home ownership pathways	●	●	●
	• Increase rental opportunities	●	●	●

Our Strategic Priorities

Sustainability

Supporting sustainable and renewable land use to ensure future communities are prepared in the face of a changing climate. Sustainability is about taking care of the environment, as a healthy environment improves our quality of life. The SLA Sustainability Strategy 2021 – 2025 guides how SLA embeds sustainability into all of our work and is due to be reviewed from mid-2024.

We aim for well-serviced, walkable and carbon positive neighbourhoods with renewable infrastructure, green open spaces and tree canopy for resilient, healthy and inclusive communities.

Sustainability supports our objective to encourage and promote environmental responsibility.

Delivering on SLA Sustainability Strategy 2021-25	Year 1	Year 2	Year 3
<ul style="list-style-type: none"> Resilient Communities 			
<ul style="list-style-type: none"> Develop climate adaptation and resilience plan for upcoming greenfield developments (and pilot in Molonglo 3 Suburb 2) 		●	
<ul style="list-style-type: none"> Support Mingle and Place Curator to embed sustainable living and lifestyle initiatives that connect community with nature and build resilience 	●		●
<ul style="list-style-type: none"> Pilot a pollinator forest in Whitlam 4 			
<ul style="list-style-type: none"> Implement living infrastructure trials in upcoming developments to build evidence base for interventions to improve urban heat, permeability and tree canopy cover outcomes in new developments 		●	●
<ul style="list-style-type: none"> Engage with community groups and other directorates to respond to local community needs in the design of new estates, including community hubs 			●
<ul style="list-style-type: none"> Zero Emissions Suburbs 			
<ul style="list-style-type: none"> Construction of the Jacka community-scale battery initiative 			●
<ul style="list-style-type: none"> Deliver North Wright Compact Housing demonstration project to showcase benefits of maximising sustainable home design with smaller footprints and better solar orientation to encourage industry to create sustainable homes 		●	
<ul style="list-style-type: none"> Implement sustainability (energy and landscape) rebates package for use in greenfield estates 	●	●	
<ul style="list-style-type: none"> Trial EV public charging infrastructure in greenfield and urban projects 			
<ul style="list-style-type: none"> Embed Sustainable Civil Construction Framework in all greenfields developments (also applicable to other themes) 	●	●	
<ul style="list-style-type: none"> Responsible Consumption and Production 			
<ul style="list-style-type: none"> Implement findings from Whitlam Water Quality Project to improve sediment and erosion control across all greenfield projects 	●		
<ul style="list-style-type: none"> Support community initiatives that promote responsible consumption and production (as it relates to home and gardens), including promotion of the care, share, repair economy 		●	
<ul style="list-style-type: none"> Deliver a resource for residents to help them consider the circular economy in the build and operation of their homes 		●	
<ul style="list-style-type: none"> Support the community to grow food locally by delivering workshops to teach people about food growing 	●		
<ul style="list-style-type: none"> Develop a process to maximise the reuse of recycled materials into our developments 		●	
<ul style="list-style-type: none"> Healthy, Prosperous and Inclusive Places 			
<ul style="list-style-type: none"> Implement ACT Government gender-sensitive urban design guidelines in our developments 	●		
<ul style="list-style-type: none"> Support design of multi-functional spaces that are safe and accessible for vulnerable members of the community in design of new developments 			●
<ul style="list-style-type: none"> Incorporate active travel routes, high quality pedestrian networks and bicycle highways into the design of new suburbs and connect to the wider area as part of planning for greenfield estates 	●		
<ul style="list-style-type: none"> Develop user friendly tools and resources to embed place metrics into developments 		●	
<ul style="list-style-type: none"> Review SLA Sustainability Strategy 	●	●	
<ul style="list-style-type: none"> Launch next SLA Sustainability Strategy 			●



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