Dear Minister

I am pleased to submit for presentation to Parliament the Annual Report for the Greater Sydney Commission for the year ended 30 June 2016.

This report has been prepared in accordance with the Annual Reports (Statutory Bodies) Act 1984 and the Annual Reports (Statutory Bodies) Regulation 2015.

Yours sincerely

Lucy Hughes Turnbull AO
Chief Commissioner
Greater Parramatta has some wonderful historic buildings that need to be preserved.
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On behalf of the Commissioners, ex-officio members and staff of the Greater Sydney Commission, I am pleased to present our organisation’s first Annual Report, for the period 27 January to 30 June 2016.

The Commission acknowledges the Aboriginal peoples of Australia who were the first inhabitants of this land in Greater Sydney. It is the world’s oldest continuous culture and is an important part of Greater Sydney’s past and future. By acknowledging our shared past, together we will lay the groundwork for our future which embraces all Sydneysiders, based on mutual respect and shared responsibility for our city.

The Greater Sydney Commission was established five months ago through the Greater Sydney Commission Act 2015 (GSC Act) to lead strategic land use planning for the Greater Sydney Region in a way that prioritises collaboration, engagement and independence.

Sydney is an exciting, beautiful, and energetic city that is growing with a high forecast for population growth. The most recent data projections estimate that our population will almost double to eight million people by 2056. This presents us with an enormous challenge and, at the same time, an incredible opportunity to shape the way we grow.

We have to reimagine how our city will work with a population so great, and start planning now for the benefit of our current and future citizens. Greater Sydney is about to undergo a fundamental transformation with the construction of a new airport in Western Sydney. The investment in and around the Western Sydney airport has the potential to be a game changer. In around 40 years it will provide thousands of jobs in the Airport city and surrounding areas. Working with the Commonwealth Government and other stakeholders to leverage this opportunity is a priority for the Commission.

The NSW Government has appointed Greater Sydney Commissioners and District Commissioners of substantial experience and expertise, and with a passion for city building. The Commission also benefits from the extensive experience of the Secretaries of the NSW Department of Planning and Environment, Transport for NSW and NSW Treasury, and the leadership of our Chief Executive Officer and Australian Planner of the Year, Sarah Hill.

One of our key priorities, enshrined in the GSC Act, is to never lose sight that this is “Our Sydney”. That is, strategic planning for Greater Sydney must be done in a way that genuinely includes the views and inputs from as many Sydneysiders as possible, and opportunities for collaboration wherever possible.
I’m proud to live in one of the country’s most ethnically diverse cities with more than 180 nationalities calling our city home. People from all different walks of life choose to live in Greater Sydney and we’re committed to encouraging and supporting diverse communities in our city.

We’ve already had hundreds of meetings with stakeholders across Greater Sydney. We’re listening to people of all ages and socially and culturally diverse backgrounds, community groups, peak bodies, business groups, elected representatives, and our partners in councils and State Government agencies.

The Minister for Planning and I have agreed on 24 key priorities to be the Commission’s focus in the period 2016 to 2018. In our first year the single largest challenge is to produce six draft District Plans for Greater Sydney, to be publicly exhibited by 27 January 2017.

The draft District Plans will set a vision for growth and development. They will form the overarching strategy for all future planning in each of the six Districts of Greater Sydney. The draft Plans will also feed into the refresh of the NSW Government’s metropolitan plan, A Plan for Growing Sydney 2014, also a priority for the Commission.

We have a number of other critical work programs underway both related to, and independent of, the district planning process. The Commission is leading several collaborative projects. One I’m particularly excited about is the development of a Strategic Vision for Greater Parramatta and the Olympic Peninsula (GPOP). GPOP is one of the most culturally diverse areas in Australia with one in every two residents born overseas. Chapter four of this Report is dedicated to our work on GPOP so far.

I congratulate all involved in the work of the Commission to date, including my fellow Commissioners and members, and our committed staff. I also thank those throughout the community, in Government and councils who have been involved in our work to date.

We visualise Greater Sydney as a truly global city which is liveable, supported by a thriving economy, a strong social fabric, with beautiful landscapes and open spaces, and well-designed infrastructure and amenities.

I’m confident that this is the beginning of an exciting era for strategic planning in Greater Sydney and I feel privileged to be a part of it.

Lucy Hughes Turnbull AO
Chief Commissioner
Chief Executive Officer’s Foreword

The Commission has been established to integrate strategic planning and city making in Greater Sydney. It has an ambition to create a Greater Sydney for all of us – a place that is easy to live in, more productive and rich in culture and community. It also strives to become a centre of strategic planning excellence and thought leadership.

I begin by acknowledging the traditional owners and the custodians of Greater Sydney, their elders past and present. Our planning approaches are inclusive and adaptive in response to the recognition of Aboriginal and Torres Strait Islander people’s rights, interests and culture.

We’ve achieved a lot in a short space of time: the GSC Act is in place, four Greater Sydney Commissioners and six District Commissioners have been appointed by the NSW Government, priorities have been agreed between the Chief Commissioner and the Minister for Planning, a strong governance framework has been implemented and the organisation is well and truly up and running and delivering results.

Without a doubt, effective planning and meaningful engagement are intrinsically linked. The Commission is putting effective collaboration and meaningful engagement at the heart of the district planning process. We’re working closely with council and State Government partners, and listening and working with stakeholders across the city. Greater Sydney has a rich history and heritage, as well as an incredibly diverse population.

We are fortunate to have staff seconded from the Department of Planning and Environment, Sydney Water, UrbanGrowth NSW, Transport for NSW, Government Property NSW and Infrastructure NSW. Similarly, four local councils have shared with us the wisdom of their senior planners and more will arrive soon to support the development of the draft District Plans. I am grateful for this support, without which we could not have established ourselves so promptly. As an organisation, we have an ambition to be global leaders in strategic planning excellence. This requires exceptional planners, multidisciplinary teams and corporate support.

We are in the midst of running 27 technical workshops with senior council planners from every council across Greater Sydney and meeting with 150 peak bodies and representative groups. The Greater Sydney Talk Bus has been visiting locations across the city and already we’ve directly met with and listened to over 1,100 people in our first six events. We’ve had strong reach through our interactive web platform, 720,000
impressions already. In July and August 2016 District Commissioners will develop and implement their individual engagement programs in their Districts, including visiting local schools. Chapter three of this Report outlines the extensive collaboration and engagement activities already underway and planned over the foreseeable future.

All of this is contributing to the Commission delivering on its number one priority in 2016 – the development of six draft District Plans for Greater Sydney. This is something new. Through this process we’re connecting local planning with the longer term metropolitan planning for Greater Sydney – a big picture approach to better coordinate State and local government planning. Chapter two of this Report is dedicated to the district planning process.

Many more collaborations, events and other engagement opportunities are planned over the next few months as the draft District Plans take shape and are refined for public feedback. The statutory deadline for public exhibition is one year from the Commission’s commencement (27 January 2017) and for a minimum consultation period of 45 days. We aim to deliver on this priority well ahead of deadline and exhibit the draft District Plans for a period of four months (between late November 2016 and 31 March 2017), more than twice as long as the statutory obligation, to enable the citizens of Greater Sydney to have as much opportunity as possible to provide input to their further development.

The Commission has been progressing each one of its statutory obligations and priorities since its establishment. Chapter five is dedicated to reporting on progress to date on all of these. Several are featured in the following chapters of this Report, including infrastructure prioritisation and the leveraging of opportunities presented by Western Sydney Airport.

On 21 November 2016 the Sydney Planning Panels go live. Each Greater Sydney District will have a panel, chaired by its District Commissioner, to determine regionally significant development matters. As with the Joint Regional Planning Panels, council appointed representatives for the relevant Local Government Area (LGA) will sit on the relevant panel when considering matters in their LGA.

I’m proud of what the Commission has achieved to date and excited about what we can achieve in the future. It has been a great honour working with our expert Commissioners and our dedicated staff who are committed to the future of Greater Sydney.

Sarah Hill
Chief Executive Officer

“The Greater Sydney Commission... is the opportunity for everybody to put their signature into the story of Sydney’s future and I encourage everyone to do that.”
Greg Clark, global advisor on making great cities
Commissioners and Ex-officio Members

Lucy Hughes Turnbull AO LLB, MBA
Chief Commissioner

“The Greater Sydney Commission has the great potential to be a transformational way of having a collaborative working model for state and local government which has often not been the case in metropolitan Sydney.”

Lucy Hughes Turnbull is an urbanist, businesswoman and philanthropist with a long standing interest in cities, and technological and social innovation.

She chaired the Committee for Sydney from 2012 to 2015 and was appointed Chief Commissioner of the Greater Sydney Commission in December 2015.

Lucy is Chairman of Prima BioMed Limited, an ASX-listed biomedical company undertaking clinical development for an immuno-therapeutic cancer treatment and is a board member of the Grattan Institute.

She was the first female Lord Mayor of the City of Sydney from 2003-4 and in 2011 she became an Officer of the Order of Australia for distinguished service to the community, local government and business. In 2012 she was awarded an honorary Doctorate of Business by the University of NSW.

Lucy is also the author of Sydney: Biography of a City, Random House Australia 1999.

Geoff Roberts B Nat Res (Hons), M App Sc (Res Mgt), FAICD
Deputy Chief Commissioner, Economic Chief Commissioner

“We have got to start talking about cities as our economic future.”

Geoff Roberts has 35 years’ experience in Australia and internationally. He is a specialist in city strategy, governance and leadership and currently holds an Adjunct Professor position in the City Futures Research Centre at the University of NSW.

He is a highly regarded strategic advisor at a number of public and private sector organisations and has a deep history working in large metropolitan scale land use and infrastructure projects. Over the last decade Geoff has been involved on behalf of governments and the private sector in the key economic challenges facing cities, particularly around driving productivity, innovation in Public Private Partnership delivery and value capture. He established and was a foundation director of Manidis Roberts for 25 years until its sale to the RPS group in July 2012.
“I love Sydney and the diversity of its people. An equitable and inclusive city where the benefits of growth are shared will be key to our liveability as the city grows.”

Heather Nesbitt has over 30 years’ experience in social sustainability, social housing, community infrastructure planning and social impact assessment. Heather is a Fellow of the Planning Institute of Australia.

She has primarily worked on major greenfield and urban renewal projects, including public/social housing for government, non-profit and the private sector.

Heather is committed to researching and delivering social outcomes which improve quality of life and well-being. She has significant experience in ensuring stakeholder and community consultation outcomes are considered in all projects.

“We need to think of our open space and watercourses as interconnected systems – the blue and green grids that are the green infrastructure of the city and essential for maintaining and improving ecological and human health.”

Roderick Simpson is an architect and urban designer, and an Associate Professor in the Urbanism Program at the University of Sydney. He has worked for the Commonwealth Government and provided consultancy services to State and local governments in planning and urban design.

He led the urban design for the City of Sydney Sustainable Sydney 2030 strategy with the SGS consortium. Rod was instrumental in the development of BASIX and PRECINX. He is a member of various housing, transport and architectural design review panels including the UrbanGrowth Design Directorate and is a Trustee of Sydney Living Museums.
“The Commission aims to ensure that as the lower north shore grows, those working and living in the District experience ongoing improvements in liveability, amenity and productivity.”

Dr Deborah Dearing is widely recognised for her leadership in improving the design quality of cities and communities. She has over 30 years’ international experience in urban design, strategic land-use planning, heritage conservation, affordable housing and property development in both public and private sectors.

She has held senior executive roles with the NSW Department of Planning, Architectus, Stockland and the Sydney Harbour Foreshore Authority, and board positions with the Australian Institute of Architects, City West Housing, Liveable Housing Australia and the Sydney Harbour Federation Trust.

She has received numerous prestigious awards, including Life Fellowship of the Australian Institute of Architects for service to architecture and urban design, the NAWIC Ryder Hunt Award for leadership in the Construction and Development Industry and the Henry Davis York Prize for Environmental Law.

She is currently a member of Sydney University’s Henry Halloran Trust, the NSW Heritage Council and the Victorian Government’s Design Review Panel.

“Great ideas come from lots of places – if you’re listening.”

Maria Atkinson has over 15 years’ experience on not-for-profit, international institutions and Government boards and committees. She is a global operator with a deep understanding of social and environmental markets and trends. Maria has extensive strategic market and governance expertise, including working with multinational organisations and multilateral agencies in the US, UK, Europe, Asia Pacific and the Middle East.

Maria is a member of the NSW Government Climate Change Council and UTS Business School Advisory Board. She is a Director of the Australian Renewable Energy Board, The Ethics Centre, the US Studies Centre and The Royal Botanic Gardens and Domain Trust. She is also a Director of the Lafage Holcim Foundation for Sustainable Construction, Switzerland, a mid-member of the United Nations Environment Programme Finance Initiative, and the Property Working Group Advisory Council.

Dr Deborah Dearing BArch, PhD, LFRAIA
District Commissioner – North

Maria Atkinson AM BAppSc, GAICD
District Commissioner – Central
“Our challenge is to optimise the economic benefits offered by the Western Sydney Airport and enhance the District’s unique environment.”

Sean O’Toole is the former Managing Director of Landcom, and a recognised and awarded expert in land use planning and land economics. Sean is a member of the Hunter Development Corporation.

He is a Fellow of the Planning Institute of Australia, a Fellow of the Australian Institute of Company Directors and an Associate of the Australian Property Institute. Sean’s career spans real estate valuation and senior management roles in local and State government.

His roles and experience have given him a direct and excellent knowledge of the issues facing metropolitan planning in Sydney, particularly Western Sydney; a commitment to strategic planning; expertise in stakeholder engagement, land and property development economics; and the ability to drive outcomes that are socially, environmentally and economically sustainable.

Awards received by Sean include Life Fellowship of the Urban Development Institute of Australia, NSW Division; Planner of the Year, Planning Institute of Australia (NSW); and the President’s Award for “Leadership in the delivery of exemplary quality urban renewal”, Australian Institute of Architects NSW Chapter.

“Parramatta needs a venue for major entertainers. Can you imagine New York without Broadway, or London without the West End? Great cities are magnets for great entertainers.”

Professor Edward Blakely is former Dean of Policy and Planning at the University of Southern California and also Dean of the Robert J. Milano Graduate School of Management and Urban Policy, New School University. He is US National Science Distinguished Professor as well as Extraordinary Professor of Economic Policy, North-West University.

He has been an internationally recognised leader in urban community development for more than thirty years. He was named by President Clinton to serve as Vice Chairman of the Presidio Trust. He has been a named lecturer or visiting faculty member at Oxford, Cambridge, Rutgers, and Harvard, MIT, University of Wisconsin, Penn, UCLA, Sydney and Melbourne Universities. He serves on the National Academy of Sciences Panel on Urban Development and Transportation and the OECD Panel on Local Economic Development.
“We must focus on creating liveable places, great communities and protecting our natural landscape – not just on building houses.”

Sheridan Dudley has over 20 years’ experience as a chief executive and leader in state and local government and the not for profit sector.

She has provided policy and operational advice to Premiers and Ministers in NSW, Victoria and the NT on public sector reform, education, planning, local government, health, community services and consumer affairs. She is recognised for delivering strategic redirection, policy reform and high quality service delivery.

Sheridan was General Manager of Camden Council for six years and has been Chief Executive Officer of national not-for-profit service delivery organisations, KU Children’s Services and Job Futures Ltd. Before joining the Commission she was Chief of Staff to the NSW Minister for Education, the Hon Adrian Piccoli, MP, for five years.

She has also held a number of academic and management positions in post-secondary education including Visiting Associate Professor of Management at a university in China and College Director of Tamworth TAFE.

Sheridan was a founding Director of the Australian Council for New Urbanism and has been a Director of the international aid agency, Austcare.

The Hon. Mr Morris Iemma served as Premier of NSW from 2005-8. Mr Iemma is currently a board member of TAFE NSW and is Chairman of Riverwood Community Centre, Miracle Babies Foundation and NSW Cancer Institute.

He has also served on the Boards of Beyond Blue, the SCG Trust and as Chair of the South East Sydney Health District.
Rob Whitfield was appointed Secretary of NSW Treasury and NSW Industrial Relations in July 2015. Rob is responsible for the strategic management of the State’s finances, budget, assets, liabilities and financial risk management framework and transformation. Under his leadership, Rob has redefined the vision for NSW Treasury as helping the government to deliver on its promises to the people of NSW that the state will always be a great place to live and work.

Prior to his role at NSW Treasury, Rob served as an Executive of Westpac Bank where he held a number of key roles including Chief Risk Officer, Group Executive Risk and Group Treasurer. Rob is widely known for leading the amalgamation between Westpac and St. George Bank in 2008. He was also a key figure in developing risk functions and risk management strategies for Westpac, particularly through the Global Financial Crisis.

Carolyn McNally

B.A

Secretary – Department of Planning and Environment

Carolyn is the Secretary of the Department of Planning and Environment.

Carolyn led the development of A Plan for Growing Sydney 2014, the establishment of the Greater Sydney Commission and plans for a number of new housing release areas.

Carolyn has a very strong public sector reform background and has worked extensively at a senior level in the Commonwealth Government in roles such as Head of Regional Services and Head of Infrastructure, and as Deputy Director General in Transport for NSW, overseeing the State’s Long Term Transport Master Plan.
Secretary – Transport for NSW

Tim has 25 years’ experience working across government and the private sector within the transport sector. Most of his career has been in NSW. However he has worked internationally, including in London and Dublin, also within the transport sector. He is a born and bred New South Welshman with the passion, drive and energy to deliver world-class services on behalf of the NSW community.

As the Secretary of Transport for NSW, Tim leads more than 28,000 people and is responsible for service delivery, reform, and enduring cultural change aimed at meeting customer needs. Tim oversees an infrastructure program that will support services to meet the current and future needs of the community and economy, and technological developments and innovation to improve the transport customer experience.

Tim is responsible for removing barriers and bottlenecks for economic growth, allowing for improved productivity and employment opportunities, sustainable resourcing and funding models and systems to ensure the ongoing viability of the transport network.

Tim is also responsible for the capability of Transport’s people and agencies to ensure they add value through collaboration and aligning with NSW Government agencies to drive a productive and efficient public sector, and linking with the Commonwealth and local governments to support integrated service delivery to the community and industry.

“The Greater Sydney Commission – this new idea about metropolitan governance that brings together independent expertise working with local government and state government to build a combined effort around planning the future.”

Greg Clark, global advisor on making great cities
The district plans are a first step in co-creating Sydney’s future as a global city.”

Sarah is the Chief Executive Officer of the Greater Sydney Commission.

Sarah is also an Adjunct Professor at the University of Technology Sydney in the Faculty of Design, Architecture and Building. Sarah is Planning Institute of Australia’s current NSW Planner of the Year and also Australian Planner of the Year for 2016. Sarah is also the recipient of two international planning awards including the Mayor of London Planning Award for Excellence and the Royal Town Planning Institute Award for Planning.

Previously Sarah worked as a Director of Hill PDA Consulting, a leading economic planning firm, and prior to that Sarah worked as a Principal Planner in London where she developed and led the London Borough of Hackney (LBH) Major Projects Team. While working for the LBH Sarah created a new planning authority known as the London Olympic and Paralympic Joint Planning Authority responsible for the master-planning and approvals for the London 2012 Olympic Games and its Legacy. In turn, Sarah acted as a lead consultant for the London Olympic Delivery Authority on planning, design and environmental matters.

Sarah is the past President of the NSW Division of the Planning Institute of Australia and a graduate of the Australian Institute of Company Directors.
“By far the greatest and most admirable form of wisdom is that needed to plan and beautify cities and human communities.”

Socrates
The Greater Sydney Commission (Commission) is the independent agency established through the Greater Sydney Commission Act 2015 (GSC Act) on 27 January 2016 to lead the metropolitan strategic planning for Greater Sydney.

Greater Sydney is undergoing the most significant changes to its physical and social environment in more than a generation. Unprecedented levels of population growth, together with investment in infrastructure and housing, are reshaping our city.

It is for this reason that one of the Commission's most important responsibilities is to coordinate and align the planning that will shape the future of Greater Sydney. We will achieve this by building collaboration and listening into everything we do. A city that shares and collaborates will deliver better access to social infrastructure, community resources, services and programs for more people.

The Commission is designed to enable the integration of planning decisions. Integration is to occur both vertically between the State Government and councils, and horizontally between government departments and agencies responsible for matters that affect Greater Sydney's land use planning. Engagement is to be broad and deep, reaching out to as many of Greater Sydney's 4.9 million citizens as we can.

The GSC Act

Part 2, Section 2 (9) of the GSC Act states that the Commission's principal objectives are to:

- lead metropolitan planning for the Greater Sydney Region;
- promote orderly development in the Greater Sydney Region, integrating social, economic and environmental considerations with regard to the principles of ecologically sustainable development contained in section 6 (2) of the Protection of the Environment Administration Act 1991;
- promote the alignment of Government infrastructure decision-making with land use planning;
- promote the supply of housing, including affordable housing;
- encourage development that is resilient and takes into account natural hazards; and
- support ongoing improvement in productivity, liveability and environmental quality.

Further, Part 2, Section 2 (10) of the GSC Act states that the Commission's functions are to:

- provide advice and make recommendations to the Minister on matters relating to planning and development in the Greater Sydney Region;
- prepare and provide reports to the Minister on the implementation (including any impediments to the implementation) of any plan or proposal relating to development in the Greater Sydney Region;
- provide advice to the Minister on the application of any development fund created under Section 129 of the Planning Act in respect of land in the Greater Sydney Region;
- assist local councils in the Greater Sydney Region and other government agencies (including an agency of the Commonwealth) on the implementation of any plan or proposal relating to development in the Greater Sydney Region;
- provide the Minister with such information, advice or reports as the Minister may request; and
- if requested to do so by a Minister other than the Minister administering this Act (the other Minister), to provide the other Minister with such information, advice or reports as may be requested by the other Minister.
Key Priorities for the Greater Sydney Commission

The Chief Commissioner and the Minister for Planning agreed on a series of priorities for the Commission in January 2016. In its first year, the Commission’s key priorities are to:

• establish the organisation;
• work closely with the community, industry and local and State government to discuss a shared vision for the Greater Sydney Region’s metropolitan planning;
• produce six draft District Plans for public exhibition;
• establish six Sydney Planning Panels to determine regionally significant development matters;
• deliver a strategic vision for the Greater Parramatta and the Olympic Peninsula; and
• work across government to integrate strategic land use and infrastructure planning.

An outline on progress against all 24 priorities, for the period from January 2016 to October 2018, is in Chapter five.

Our Vision and Way of Working

In delivering on its statutory objectives and functions and on its priorities, the Commission’s vision is to create a Greater Sydney that works better for all of us, a Greater Sydney that:

• is for us, now, and for future generations;
• makes it easy for us to live and thrive as we grow and prosper;
• is diverse and energetic, rich in culture and community;
• makes it easy to travel from home to work and everywhere in between;
• is more productive and successful, providing opportunities for all;
• is competitive with the best in the world; and
• more people does not mean a lower quality of life.

We aspire to work in a way that is:

• **Inclusive**: We believe Greater Sydney is a city for everyone, providing opportunity for all; a city that is balanced and equitable; we believe in being fair;

• **Bold and open minded**: Greater Sydney is a city of ambition and we need to match this ambition with boldness; innovative thinking for new solutions; speaking up with courage when required;

• **Transparent**: We believe planning should be visible and transparent; we are open to engagement, open to evidence and open to ideas for doing things better;

• **Collaborative**: We believe connecting and collaborating will create a stronger city; we exist to remove silos;

• **Active**: We will be judged by the meaningful difference we make to Greater Sydney; our ideas and plans need to be made real for us to succeed; and

• **Informed**: We believe in the importance of evidence and testing in making decisions about Greater Sydney’s future; goals will be set and progress tracked.

Lexodious (Lex) Dadd, Senior Darug man, and his son, Maliki gave a beautiful Welcome to Country at the Commission’s first meeting on 2 May 2016. Lex spoke of the need to be forward looking, to improve outcomes for all members of our communities, and to create a great place to live for future generations. Pictured here is Lex, his son, Maliki, and Sarah Hill, the Chief Executive Officer of the Commission.
### Governance

The Commission’s governance structure is based on the statutory requirements of the **GSC Act**. Four Greater Sydney Commissioners and six District Commissioners, with an extraordinary breadth of experience and understanding of urban planning and city-making, have been appointed. Nominations for the six District Commissioners were received from all 41 Greater Sydney Councils.

The inaugural meeting of the Commission was held on 2 May 2016 and the Commission will meet a further three times in 2016.

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**Figure 1: Greater Sydney Commission Governance Chart**

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**Observers:** UrbanGrowth NSW, Infrastructure NSW

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**Committees**

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**Sydney Planning Panels**

- · Relevant District Commissioner (Chair)
- · 2 State Government representatives
- · 2 rotating council nominees who are nominated by the relevant council

The Commission is supported by three Committees, each of which has statutory functions under the **GSC Act**.
### Strategic Planning

The **Strategic Planning Committee** (SPC) meets one to two times per month and is responsible for preparing a draft District Plan for each of the six districts of Greater Sydney, as well as updates, reviews and revisions of those draft District Plans, and reviewing and updating **A Plan for Growing Sydney** 2014.

The SPC also monitors the implementation of the various District and Sydney strategic plans. Its membership comprises the Chief Commissioner, the Economic Commissioner, the Environment Commissioner, the Social Commissioner, and the relevant District Commissioner for matters in their District.

### Infrastructure Delivery

The **Infrastructure Delivery Committee** (IDC) is a key point of intersection and integration where the various functions and departments of government come together to think in an integrated, collaborative way about what infrastructure Greater Sydney needs to support its growth, liveability and prosperity. It has three major meetings scheduled in 2016 to align with key project milestones.

The IDC’s role is to provide information, advice and regular reports on the infrastructure requirements needed to support housing and employment opportunities in the Greater Sydney region and to advise and assist the Commission in regard to any of its other functions. The IDC is to prepare annual Infrastructure Priority Lists and Infrastructure Delivery Plans for priority growth areas (as and when required).

Its membership compromises the Chief Commissioner, the Economic Commissioner, the Environment Commissioner, Secretaries of the Department of Planning and Environment, Transport for NSW, NSW Treasury, NSW Health, and the Department of Education. District Commissioners can also be invited to discuss matters relating to their Districts.

### Finance and Governance

The **Finance and Governance Committee** (FGC) is similar to the executive committee of a company or organisation and meets one to two times per month. It advises and assists the Commission on any of its functions, advises and assists the Minister for Planning on Greater Sydney’s environmental, social and economic performance, develops clear metrics to monitor and report on Greater Sydney’s environmental, social and economic performance and administers grants programs, such as the Metropolitan Greenspace Program that supports local government in improving regionally significant open space. Its membership comprises the Chief Commissioner, Economic Commissioner, Environment Commissioner and Social Commissioner.
Sydney Planning Panels

The GSC Act enables the Minister for Planning to create Sydney Planning Panels (Panels). A Panel is taken to be a Joint Regional Planning Panel (JRPP) under the Environmental Planning and Assessment Act, 1979 (the EP&A Act). Panels will be established to replace the existing Sydney East JRPP and the Sydney West JRPP.

The Panels will determine regionally significant development applications (generally development with a capital investment value of more than $20 million) within the Greater Sydney Region (as defined in the GSC Act), and consider pre-Gateway (rezoning) reviews, through which proponents can request a review if a council decides not to support a rezoning request or doesn’t make a determination within 90 days.

The Panels will commence operating on 21 November 2016.

Operational Plan

An Operational Plan is in place to underpin and support all governance and procedural requirements. It sets out how the Commission will fulfil both its statutory and non-statutory roles and provides guidance on how the Commission will work with local government and NSW Government agencies. The Commission has prioritised the implementation of procedures and documentation in the areas of conflicts of interest, confidentiality and declarations of private interests. It has also established audit and risk procedures and systems which will be further developed and refined in the second half of 2016.

Organisational Support

In just five months the Commission has established itself as a well functioning agency with appropriate systems and processes in place, largely with the support of the Department of Planning and Environment.

A strong interim structure is operating under the leadership of the Chief Executive Officer, Sarah Hill. Thirty-four staff support the Commission’s work. In the interests of collaboration and transparency, half of the Commission’s staff are seconded from either State Government agencies (eleven in total from the Department of Planning and Environment (DPE), Sydney Water, UrbanGrowth NSW (UGNSW), Government Property NSW (GPN), Transport for NSW (TfNSW) and Infrastructure NSW (INSW)) and four from local councils: senior planners from Blacktown, Marrickville, Blue Mountains and North Sydney). The Commission has temporary staff filling the positions of Chief Operating Officer, Commission Secretary and Priority Leads for Infrastructure and Digital Analytics, Growth and Planning, Greater Parramatta and the Olympic Peninsula, Engagement and Communications, Executive Services, Commissioner support, and Ministerial and Parliamentary support. Permanent recruitment to key positions will commence in the second half of 2016.

The Commission is working closely with the metropolitan strategic planning team of the DPE, based in Sydney CBD, under the leadership of Executive Director, Halvard Dalheim.

The Commission also has close collaborative working relationships with TfNSW, NSW Treasury, Department of Premier and Cabinet (DPC), INSW, Sydney Water, Land and Housing Corporation (LAHC), GPN, NSW Health, Department of Education, and UGNSW.
The staff team at the Greater Sydney Commission
“The plan for Greater Sydney is exciting and while it will never fit every individual cause and concern, the big picture vision is a necessity. Our organisation is excited to see liveability and inclusive built environments featured heavily and would love to work with you further.”

Bec Ho, Executive Officer, Touched By Olivia
CHAPTER 2

Delivering Six Draft District Plans for Greater Sydney

“The opportunity and the spirit of working together – Councils, Commission and government agencies – has been a huge success in the South West. What we have been after for years.”

South West District Technical Working Group Participant
District Plans: A New Way of Planning in the Greater Sydney Region

Greater Sydney is a complex growing city. Planning has been happening at two levels. The NSW Government develops overarching plans that consider the city’s growing population, where people will live and what kind of jobs and transport people will need. Local government develops Local Environmental Plans to identify how land can be used, including housing, businesses and parks.

What has been missing is the district level planning that connects local planning with the longer-term metropolitan planning for Greater Sydney. The city’s six Districts represent neighbouring groups of council areas with similar features and common communities of interest. The intention is, therefore, that District level planning will connect the NSW Government’s aims for Greater Sydney with the important planning that councils undertake every day for their neighbourhoods. This approach will aim to guide public and private investment decisions in a way that brings more benefits to more people.

The Commission has a statutory requirement under the Environmental Planning and Assessment Act 1979 to deliver six draft District Plans for public exhibition by 27 January 2017 (12 months from its commencement).

More specifically, District Plans will be the link between Council’s Local Environment Plans and the State Government’s regional plan, A Plan for Growing Sydney. Released in December 2014, the goals of A Plan for Growing Sydney will underpin the foundation for the District Plans. These goals are:

- a competitive economy with world-class services and transport;
- a city of housing choice;
- a great place to live; and
- a sustainable and resilient city.

The boundaries for Greater Sydney’s six Districts were developed as part of the metropolitan planning process. Each District is made up of groups of Local Government Areas. A map illustrating District boundaries is available on the Commission’s website: www.gsc.nsw.gov.au

The Environmental Planning and Assessment Act 1979 requires draft District Plans to include or identify:

- the basis for strategic planning in the District, having regard to economic, social and environmental matters;
- the planning priorities for the District, consistent with the Greater Sydney regional plan;
- the actions required for achieving these planning priorities;
- the basis on which the relevant strategic planning authority is to monitor and report on the implementation of these actions; and
- areas of state, regional or district significance, including priority growth areas.

The draft District Plans will include proposed priorities and actions designed to shape each District’s future and guide investment and policy decisions. These actions will draw on clear long-term priorities for the District being shaped through our collaboration and engagement with the community, local government and State Government agencies and an extensive evidence base.
Developing Draft District Plans with Our Partners and the Community

Developing draft District Plans began from the moment the Commission opened its doors on 27 January 2016. Within one month, Commissioners and the Chief Executive Officer had met with almost one hundred stakeholders; by the second month, more than 200 meetings had been held.

The GSC Act identifies increased opportunity for public involvement and participation in strategic planning as a principal objective of the Commission. The Commission’s collaboration and engagement program is therefore extensive. One of the first things the Commission did when it commenced was undertake a comprehensive partner and stakeholder mapping exercise. We are listening to people of all ages and with a vast range of experiences and interests, with community groups, peak bodies, business groups, elected representatives, and our partners in councils and State and Commonwealth Government agencies.

A program of technical working groups with senior council staff, incorporating four to five workshops for each District is underway and will continue until August 2016. The workshops are giving council officers the opportunity to raise and discuss local planning issues with the Commission for consideration in the draft District Plans and to provide local input. Senior State Government agency representatives are also presenting projects, data and emerging trends to the workshops. The work across government and with councils will continue throughout the district planning process. Working with the Commonwealth Government in the context of the new Western Sydney Airport is also critical.

“[The District Plan] provides the best opportunity to increase liveability and build a diverse Sydney that is the envy of the world.”

North District Technical Working Group Participant
In addition, each of the District Commissioners is developing their own engagement plan designed around the local context: Greater Sydney Commissioners will be working with peak groups, community groups and business groups, and the Commission has begun an extensive community engagement process featuring face-to-face events and an interactive web platform.

The public exhibition process planned for late November 2016 through to 31 March 2017 will present the citizens of Greater Sydney with the most effective and comprehensive opportunity to give feedback and input. The package will include comprehensive data, ideas, and proposals.

The Commission and Aboriginal Affairs are establishing an ongoing engagement forum between the Commission and Greater Sydney’s Aboriginal community in order to better inform Greater Sydney’s planning. Engagement will focus on deliverable actions that align with the Aboriginal community’s aspirations.

Chapter three of this Report outlines the four stages of collaboration and engagement the Commission is undertaking between its establishment in January 2016 and the end of the public exhibition period for the draft District Plans on 31 March 2017.

“Appreciate the chance to review and comment in the ‘shaping the District Plan’ workshop… really appreciate the openness.”
Central District Technical Working Group Participant
The Commission is also using a series of studies to inform the development of draft District Plans. These include:

- Local planning summary reports provide an up-to-date catalogue of the available information from councils on a range of planning issues related to each council’s vision; key issues; indigenous history; employment plans and strategies; housing plans and strategies and sustainability;
- A study investigating the factors that influence the potential for employment growth within Sydney’s strategic centres, industrial lands and employment sectors;
- A study analysing the economic role and function of 135 industrial precincts across the North, Central and South Districts where these lands are most contested; and
- A study of the public lands that are provided and managed for open space purposes, including recreation and the protection of natural, cultural and landscape heritage.

All of these studies and more are available on the Commission’s website: www.gsc.nsw.gov.au

“Hopefully this process will see integration of top down, bottom up and lateral liaison to realise the quality of urban design and place making across Sydney that has been missing in action for so long.”

Jon Johannsen (from Facebook)
What Will Draft District Plans Look Like?

The draft District Plans are designed to have the following components (for ease of reading and monitoring by Sydneysiders with a range of interests):

1. **Overview** – a high level, plain-English narrative outlining the unique features and vision for each District and how this ties together to create a plan for Greater Sydney;

2. **Priorities and Actions** – sets out a vision, priorities and actions and directions in terms of each District’s future productivity, liveability and sustainability. The priorities set out our overall ambitions and how we intend to deliver them for each District;

3. **Map** – the spatial representation and implications of the draft District Plans across a series of maps that layer together to form the basis of Greater Sydney’s planning;

4. **Evidence Base** – methodologies and evidence that underpins the draft District Plans’ policy objectives and implementation priorities; and

5. **Dashboard** – an interactive web based tool that will provide access to indicators for cross-district issues such as jobs and housing targets to assist decision making. It will be used to gain insights from our collaborations and build on evidence already commissioned by various State Government agencies and councils.

“It is now very common for leading cities to develop new employment centres and settlement patterns that create more balanced metropolitan economies.”

Greg Clark, global advisor on making great cities
Towards Our Sydney 2056: The Foundation to Guide Draft District Plans

The Commission is using the draft planning process to consider new thinking for Greater Sydney's longer-term future. While our current metropolitan planning framework, which we will review in 2017, has a 20-year timeframe, we need a longer-term approach. Our research of other global cities indicates that Sydney is one of the few without a longer-term planning horizon.

Each draft District Plan will be underpinned by an overarching narrative, Towards our Sydney 2056, an ambitious 40-year vision for Greater Sydney, designed to enable it to become more productive, liveable and sustainable as it grows to eight million people by 2056.

Towards our Sydney 2056 is being developed through extensive collaboration with local and State government agencies including: the Department of Planning and Environment, Transport for NSW, the Office of Environment and Heritage, the Environment Protection Authority, NSW Treasury, Infrastructure NSW, UrbanGrowth NSW, Department of Premier and Cabinet, NSW Health, Department of Industry, Government Property NSW and the Department of Education.

This vision, along with the NSW Intergenerational Report 2016, will be used as the strategic basis of planning for the refresh of A Plan for Growing Sydney 2014 (APfGS), to be completed alongside the reviews of the NSW Long Term Transport Master Plan 2012 and Rebuilding NSW: the State Infrastructure Strategy 2014 by the end of 2017.

The draft District Plans will build on the four goals of APfGS with an economic, social and environmental narrative as follows:

- **Productive Greater Sydney:**
  A global metropolis supported by a 30 minute connected workforce (Goal 1 of APfGS).

- **Liveable Greater Sydney:**
  A mosaic of ‘Great Local Places’ where communities can flourish and be healthy, housing is diverse, and health, education and community services are aligned with the needs of changing demographics and a growing population (Goals 2 and 3 of APfGS).

- **Sustainable Greater Sydney:**
  A city that protects our precious natural and cultural assets living within a comprehensive ‘Blue and Green Grid’, at the same time as minimising our environmental impact (Goal 4 of APfGS).

“The Social Commissioner, Heather Nesbitt and the Chief Executive Officer of NCOSS, Tracy Howe discuss a “Liveable Sydney”

“Culture and climate differ all over the world, but people are all the same, they’ll gather in public if you give them a good place to do it.”

Jan Gehl, well known architect and city maker
The beautiful South Coast of Greater Sydney
CHAPTER 3

Collaboration and Engagement: At the Heart of Strategic Planning for Greater Sydney

“Cities have the capability of providing something for everybody, only because, and only when, they are created by everybody.”

Jane Jacobs, “The Death and Life of Great American Cities”
The Commission is putting effective collaboration and meaningful engagement at the heart of the district planning process.

One of the principal objectives of the Commission, as set out in the GSC Act, is to provide increased opportunity for public involvement and participation in environmental planning and assessment in Greater Sydney.

The Commission is serious about leading the discussion on what kind of Greater Sydney people want and it wants to hear from everyone.

We started with a detailed stakeholder mapping exercise to ensure that everyone, young and old, socially and culturally diverse, our first peoples, has an opportunity to tell us what they want and what they need.

The Commission is conducting four stages of collaboration and engagement between its establishment in January 2016 and the end of the public exhibition period for draft District Plans in March 2017.
Stage 1 – January to April 2016: Introductions and Listening

The Chief Commissioner, Chief Executive Officer and Commissioners participated in over 200 stakeholder briefings, meetings and presentations with Commonwealth and State Government agencies, councils, industry and community stakeholders in its first few months of operation. This has included an ongoing series of meetings with stakeholders from across Greater Sydney, to introduce the Commission and establish relationships. We also held five meetings with visiting overseas delegations, reinforcing the level of international interest in the Commission, our interest in international best practice, and our innovative approach to metropolitan governance.

Stage 2 – May to August 2016: Active Discussion to Inform the Draft District Plans

The Commission established a program of technical working groups with senior council staff, and between four and five workshops are being held with each District during June-August 2016. The workshops give council officers the opportunity to directly raise and discuss local planning issues with the Commission for consideration in the draft District Plans and to provide local input. Senior State Government agency representatives also present projects, data and emerging trends to the workshops.

During May-July 2016, the Commission is hosting more than a dozen stakeholder meetings attended by close to 150 peak bodies and representative groups. These stakeholders represent a diversity of views and interests across the economic, environmental and social sectors, drawn from across Greater Sydney.

“As CEO of Liverpool Council I know our organisation would like to thank you for your terrific and genuine engagement while I have been in the chair here. Council is a strong supporter of the role of the Commission but more importantly confident of the individuals who are guiding implementation of what is a significant transformation agenda.”

Michael Cullen, CEO, Liverpool Council
The Our Sydney, Your Home community engagement program was launched on 20 June 2016. The program has been designed to understand community values, needs and aspirations for each District, to inform the draft District Plans.

To date, the Commission has engaged face-to-face with over 1,100 community members across six events. It is in the midst of holding 27 technical workshops with senior council planners from every Council across Greater Sydney. Stage one of the environment and social peak panel workshops is complete and we are consolidating feedback and finalising details for the next stage.

The Commission’s social media program has reached out across several channels, with a total of 700,000 impressions (views, appearances in people’s newsfeeds) over 77,000 engagements (likes, comments, shares and clicks) across all social media channels (Facebook, Instagram, LinkedIn, Twitter) so far. This strong response in such a short period tells us many people are keen to engage this way in their own time.

The community engagement program has identified a number of themes and issues so far including housing affordability, the importance of open space and playing fields, the need to reduce congestion and increase public transport connections and the importance of infrastructure to support higher density living.
Stage 3 – September to November 2016: Finalising the Draft District Plans

District Commissioners will be out talking, listening and brainstorming with community groups and individuals, councils, representative groups and industry and with elected representatives across their Districts. Every District is distinct and its engagement plan has been designed around the local context.

District Commissioners are meeting with NSW and Commonwealth Members of Parliament, as well as councils to hear local ideas and issues and to be guided on the community groups and local peak bodies to engage with. Aboriginal Land Councils will also give District Commissioners a critical insight into the needs of their local communities.

Geography students across Greater Sydney have invited District Commissioners into their classrooms to talk about town planning and city building, and their ideas for how the city can become an even more prosperous, liveable and environmentally sustainable home.

District Commissioners will engage with people from all social and cultural backgrounds through many channels including face-to-face meetings, site tours, pop-up booths at public places and roundtable discussions with the diverse individuals and groups.

Towards the end of this period the Commission will finalise the draft District Plans for exhibition, along with an accompanying communications and engagement strategy for the exhibition period. The Commission will continue to integrate engagement activities with our key partner agencies, TfNSW and INSW.

“We were fortunate to have the Greater Sydney Commission recently visit our school to engage with students about their ideas on making Sydney a better place to live. This was a unique experience for our Geography students, enriching their understanding of urban planning and community consultation. Our Geography students are eagerly awaiting the publication of the draft plan in November to see which of their ideas will be included in the South District plan.”

Julie Smith, Head Teacher HSIE, Gymea Technology High School
Stage 4 – December 2016 to March 2017: Public Exhibition and Community Engagement on the Draft District Plans

The public exhibition engagement program will include deliberative panels, district roundtables, public information sessions and quantitative research, as well as a formal submissions process with digital and traditional components.

Public Exhibition of the Draft District Plans

The Commission aims to place the draft District Plans on public exhibition from late November 2016 to 31 March 2017. This will give Sydneysiders an extended opportunity to engage for four months during this period.

Public exhibition is an opportunity for people to contribute to the future of their District. by providing direct feedback on the proposed priorities and actions in the draft District Plans. It is an opportunity for the community to tell us if the draft District Plans create the right places for them. It is an opportunity for business to tell us if they think they will be competitive and can offer new jobs within these proposed settings. It is an opportunity for practitioners to tell us if the draft Plans can be implemented. It is an opportunity for industry to tell us if they'll be willing to invest in the required housing and workplaces and to do so to world-class standards. It is an opportunity for State Government agencies to confirm that these proposals align with their portfolios’ longer-term planning.

“Sydney’s a beautiful place and I think if we all work together, we can make it even better”

Nathaniel Watkins, Dulwich Hill
The public exhibition engagement program will be made available to all stakeholders leading up to the public exhibition itself. The Commission is reaching out to our first peoples and to people of socially and culturally diverse backgrounds to ensure we receive input from a genuine cross-section of Sydneysiders.

The Commission is working with Aboriginal Affairs and with Greater Sydney’s Aboriginal community to align district planning with the Aboriginal community’s aspirations in each District.

As at 30 June 2016, the Commission has a stakeholder database of more than 2,000 people and organisations. All Sydneysiders are invited to join this contact list through the Commission’s website. Contacts receive regular updates and newsletters and will be alerted to the public exhibition schedule including engagement activities. The schedule, as for all information on the Commission, will be made available to everyone through the Commission’s website.

People of all ages have been keen to express their ideas about Greater Sydney
Sydney Harbour is famous all over the world for its beauty.
CHAPTER 4

A Place-based Case Study of Collaboration and Engagement: Greater Parramatta and the Olympic Peninsula (GPOP)

“A city is the greatest work of art possible”

Late Australian Landscape Painter, Lloyd Rees
Connecting the Heart of Greater Sydney

The Commission is leading strategic planning for the development of the Olympic Corridor, in conjunction with the Parramatta Light Rail and the revitalisation and activation of the Parramatta region as Sydney’s second CBD.

The West Central District is one of the most dynamic, diverse and rapidly growing regions in Australia. This District plays a pivotal role in Greater Sydney’s future as an economic and jobs powerhouse, a core hub for transport and services and the home of vibrant and diverse centres and communities. Over the next 20 years, the West Central District’s unrivalled and unprecedented population growth will see the District – as the fastest growing location in Greater Sydney and Australia – leading the transformation of the Greater Sydney and national economy from industrial to innovation technologies and techniques.

Greater Parramatta and the Olympic Peninsula (GPOP) is a 4,000 hectare area in central Greater Sydney spanning 13km east-west from Strathfield to Westmead, and 7km north-south from Carlingford to Lidcombe and Granville.

GPOP is the geographical centre of Greater Sydney. The iconic Parramatta River flows east through its heart and forms the northern edge between Silverwater and Rhodes. The proposed Parramatta Light Rail forms the spine.

The People and the Numbers

- 100,000 people call GPOP home
- Socially and culturally diverse, with one in two people born overseas
- 125,000 people work in GPOP
- More than 50,000 students attend three universities across four campuses
- More than 5,000 events are held every year across Parramatta City, Rosehill and Olympic Park

With large projected population and jobs growth, the implementation of 12 major renewal sites, along with the development of new educational, health, cultural, sports and recreational areas, the area represents a major city-shaping opportunity for the Commission, its partners and the community. Government spending alone in this area is $8 billion over the coming years.

It is also attracting high levels of interest from a range of sectors – universities, institutes, business, property developers – all of whom see the potential in Parramatta CBD and its neighbouring eastern reaches to Sydney Olympic Park.

“The opportunity for Parramatta is to be not just a second CBD, but a CBD that is an exemplar of great buildings and urban spaces at the proud heart of Sydney.”

Lucy Turnbull, Chief Commissioner, Greater Sydney Commission
Partnership, Collaboration and Engagement

Owing to the significant growth in GPOP, the Commission is tasked with co-creating and implementing key plans for this area. The Commission is chairing two groups to bring people together to both share and listen to insights as a whole range of public and private projects are evolving in parallel.

As the Chair of the Greater Parramatta Investment and Technical Group, the Chief Commissioner leads a program of monthly meetings with 19 member agencies represented at Secretary and Chief Executive Officer level. The Group’s role is to strategically coordinate public and private investment in Parramatta Centre and Westmead, consistent with the Actions for the transformation and growth of Parramatta outlined in *A Plan for Growing Sydney* 2014.


The Greater Parramatta and Olympic Peninsula Collaboration Group (Collaboration Group) complements the work of the Greater Parramatta Investment and Technical Group. It also builds on the strategic work undertaken by City of Parramatta Council, Infrastructure NSW and UrbanGrowth NSW in relation to projects such as Parramatta Square, Parramatta Road and Parramatta North. A program of eight intensive working sessions with 10 member agencies, 11 guests agencies, and a Business Round Table attended by 25 businesses to co-create a shared strategic vision for GPOP.

Open air events at Sydney Olympic Park bring the community together
Join the Conversation

The GPOP area sits mostly within one of Greater Sydney’s six Districts — the Central West District. Stakeholder engagement is underway as part of the district planning process. The Commission’s goal is to broaden the conversations that are already taking place. The Strategic Vision will be released for comment in late October 2016.

“We hold a very optimistic view that GPOP will continue to grow in manufacturing. Advanced Manufacturing is already one of the main existing opportunities in the GPOP region and we are well advised to further nurture this area of strength.”

Dr Jens Goennemann, Advanced Manufacturing Growth Centre
“To be successful a city has to be open to continuous development, free to evolve and grow with the demands of new times. Like science fiction accounts of the future, ideal cities quickly become outmoded.”

P.D. Smith, author of City: A Guide Book for the Urban Age
Commission Priorities

The Commission has a series of priorities, agreed between the Chief Commissioner and the Minister for Planning, to progress. Several major priorities have been covered in previous chapters and several more are covered in this chapter. A full list of priorities and progress as at 30 June 2016 is set out in Table 1 at the end of this Chapter.

Strategic Plan for the Greater Sydney Region – Partnering Across Government

One of the Commission’s most important priorities is to prepare a Strategic Plan for the Greater Sydney Region that integrates a review of A Plan for Growing Sydney 2014, the Long Term Transport Masterplan 2012 and Rebuilding NSW: State Infrastructure Strategy 2014.

The refreshed A Plan for Growing Sydney 2014 will be developed alongside further development of the draft District Plans in 2017. Transport for NSW (TfNSW) and Infrastructure NSW (INSW) are reviewing their respective strategies concurrently in 2017. Given the important interconnected nature of these, and other Government strategies, together with the unique plan making powers of the Commission, it is important that the Commission takes a leadership role in bringing relevant Government agencies together. The three agencies have begun working together to ensure:

- consistent inputs, assumptions and scenario analysis inform the development of the plans and strategies;
- aligned timescales and, where appropriate, the same events, for community and stakeholder engagement; and
- aligned timeframes for key milestones including public exhibition and consideration by the NSW Government.

These arrangements are supported via interagency secondments, working groups, regular meetings and reviews.

Infrastructure Priorities and “Game Changers”

Another important priority for the Commission is to prepare an Annual Infrastructure Priority List in conjunction with Infrastructure NSW to support ongoing improvement in productivity, liveability and environmental quality. Work has commenced with the Infrastructure Delivery Committee (IDC) as to how to identify necessary infrastructure, how it aligns geographically and temporally with land use planning and, in turn, methods for prioritising it.

This work is being developed with a cross-government working group that includes representatives from INSW, Department of Premier and Cabinet (DPC) NSW Treasury, Department of Planning and Environment (DPE), Department of Education (Education), Department of Industry (Industry), NSW Health, Sydney Water, TfNSW (including Roads and Maritime Services) and Department of Family and Community Services (FaCS).

In addition, the Commission is identifying potential “game changers” with city-shaping potential, and criteria to assess them.

The Infrastructure Working Group is also progressing this work. One “game changer” example that is already shaping strategic planning for Greater Sydney is the new Western Sydney Airport.
Western Sydney Airport

The Commission is participating in the governance arrangements for the new Western Sydney Airport. It recognises that the new Western Sydney Airport will play a critical role in planning for Western Sydney. Negotiations continue with the Commonwealth Government on the governance and administration arrangements for a multi-level Government approach. The Commission is working with the NSW Department of Premier and Cabinet and with all levels of Government to unlock the potential of this project for Western Sydney. The NSW Government in collaboration with the Commission, is also commissioning work from international airport planning specialists to give guidance on how to optimise jobs creation and economic uplift from the airport investment for inclusion in the South West and West District Plans.

Transition to Sydney Planning Panels

The GSC Act tasks the Commission with establishing Sydney Planning Panels (SPPs) to replace the Sydney East and Sydney West Joint Regional Planning Panels (JRPPs). Six SPPs will be established to reflect the District boundaries declared under the Environmental Planning and Assessment Act 1979. District Commissioners will chair their District SPP.

As with the JRPPs, council appointed representatives for the relevant Local Government Area (LGA) will sit on the relevant SPP, when considering matters in their LGA.

The SPPs will continue the current functions of the JRPPs, which are to determine regionally significant development applications (generally development with a capital investment value of more than $20 million) within the Greater Sydney Region and consider pre-Gateway (rezoning) reviews, the means through which proponents can request a review if a council decides not to support a rezoning request or does not make a determination within 90 days.

The SPPs will go live on 21 November 2016. More information is available on the Commission’s website (www.gsc.nsw.gov.au).
Metropolitan Greenspace Program (MGP)

The Commission is taking responsibility for oversight of the MGP. The MGP supports local councils in Greater Sydney to improve regional open space. Funding is provided to councils on a matching dollar-for-dollar basis. Since 1990, over $35 million has been allocated to more than 500 Metropolitan Greenspace projects.

The projects improve regionally significant open space through initiatives such as new or upgraded access paths and trails, signage, landscaping and picnic facilities.

Looking forward, the Commission will work with stakeholders to ensure the program aligns closely with the aims and objectives established by the draft District Plans.

The Next Six Months

Over the next six months the Commission is largely focused on building on its collaboration and engagement activities to support the drafting of the District Plans, and the transition to the SPPs. Draft District Plans will go on public exhibition in late November 2016. The Sydney Planning Panels will commence on 21 November 2016.

The Commission will also continue to progress a number of additional priorities, including:

- A strategic vision for Greater Parramatta and the Olympic Peninsula;
- Implementation of the Metropolitan Greenspace Program for 2016-17;
- Releasing Policy Leadership papers to lead the dialogue on issues of importance to metropolitan planning in the Greater Sydney Region; and
- Reviewing the infrastructure needs necessary to support future land-use changes, housing and employment outcomes.
Monitoring the Progress of Our Priorities

The GSC Act requires the Commission to report progress on strategic planning in Greater Sydney to the Minister for Planning on a quarterly basis.

The Commission’s first Quarterly Report outlines the work undertaken and delivered since the Commission commenced operating on 27 January 2016. It is available to all stakeholders via the Commission’s website (www.gsc.nsw.gov.au). The second report will be made available on the Commission’s website in late November 2016.

Monitoring the Growth and Change of Greater Sydney

An important priority for the Commission is the development of innovative dashboard technologies and other communication channels so as to provide data to Sydneysiders about the city and to monitor its growth.

Monitoring the growth and change of Greater Sydney is critical to inform planning. The Commission has begun developing a Greater Sydney Dashboard (underpinned by open source data and developed in collaboration with the NSW Government Data Analytics Centre) with indicators that outline how Greater Sydney and the six Districts are performing against aspirations in the draft District Plans. Metrics are being investigated across three themes:

- productivity factors including jobs growth, retention of industrial lands, employment densities and regional productivity;
- liveability factors such as access to open space, housing completions and housing supply; and
- sustainability factors such as air and water quality.

The Commission will also monitor the implementation of each draft District Plan’s actions and priorities. The Greater Sydney Dashboard is being developed in 2016-17 to monitor outcomes of the District Plans and the refresh of A Plan for Growing Sydney 2014, due to be delivered by the end of 2017. Initial stages of the Dashboard will provide Sydneysiders with data on their city.
Table 1: Progress on Greater Sydney Commission Priorities as at 30 June 2016

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>KEY PROJECTS</strong></td>
<td></td>
</tr>
<tr>
<td>Development &amp; Exhibition of draft District Plans</td>
<td>· On track for late 2016. Please see Chapter 2 for further details.</td>
</tr>
<tr>
<td>Develop and exhibit draft District Plans for all Districts declared in the Greater Sydney Region (GSR) by December 2016.</td>
<td></td>
</tr>
<tr>
<td>Strategic Plan for the Greater Sydney Region</td>
<td>· Please see Chapter 5 for details.</td>
</tr>
<tr>
<td>Prepare a Strategic Plan for the CSR that combines a review of A Plan for Growing Sydney, the Long Term Transport Masterplan 2012 and Rebuilding NSW – State Infrastructure Strategy 2014, by December 2017.</td>
<td></td>
</tr>
<tr>
<td>Governance Arrangements for Western Sydney Airport</td>
<td>· Please see Chapter 5 for details.</td>
</tr>
<tr>
<td>Provide advice to the Minister regarding participation in governance arrangements for the Western Sydney Airport.</td>
<td></td>
</tr>
<tr>
<td>Strategic Planning for Parramatta, Penrith, Campbelltown and Liverpool</td>
<td>· Please see Chapter 4 for details.</td>
</tr>
<tr>
<td>Prepare and research strategic planning for key centres.</td>
<td></td>
</tr>
<tr>
<td>Development of Olympic Corridor Plan (OCP)</td>
<td>· Please see Chapter 4 for details.</td>
</tr>
<tr>
<td>Develop a plan in conjunction with the Parramatta Light Rail and the revitalisation and activation of the Parramatta region as Sydney’s Second CBD through integrated land use decision making.</td>
<td></td>
</tr>
<tr>
<td>Publication of “Game Changers” List</td>
<td>· Please see Chapter 5 for details.</td>
</tr>
<tr>
<td>Prepare and publish a “game changer” list that captures enabling infrastructure, transport and other government projects with city-shaping potential.</td>
<td></td>
</tr>
<tr>
<td>Infrastructure Priority Lists</td>
<td>· Please see Chapter 5 for details.</td>
</tr>
<tr>
<td>Prepare through the district planning process, in conjunction with INSW to support ongoing improvement in productivity, liveability and environmental quality.</td>
<td></td>
</tr>
<tr>
<td>Infrastructure Delivery Plans (IDPs)</td>
<td>· To date there have not been any newly established priority growth areas to require the preparation of an Infrastructure Delivery Plan.</td>
</tr>
<tr>
<td>Prepare (or delegate) the preparation of the IDPs for newly established priority growth areas as and when required.</td>
<td></td>
</tr>
<tr>
<td>Replace Joint Regional Planning Panels (JRPP) with Sydney Planning Panels (SPPs)</td>
<td>· The SPPs will commence on 21 November 2016.</td>
</tr>
<tr>
<td>A staged transition no earlier than July 2016.</td>
<td>· Please see Chapter 5 for details.</td>
</tr>
<tr>
<td><strong>GOVERNANCE</strong></td>
<td></td>
</tr>
<tr>
<td>Promote Collaboration</td>
<td>· In the interests of collaboration the Commission has entered into agreements with a number of councils and state government agencies for staff secondments.</td>
</tr>
<tr>
<td>Prepare Memorandums of Understandings (MoU) or equivalent between federal and state agencies, local government and communities of interest in the CSR.</td>
<td>Regular meetings and working groups for collaboration have been established across Government, including with TfNSW, Treasury, DPC, INSW, DPE, UrbanGrowth NSW, Government Property NSW (GPNSW), Department of Education and NSW Health.</td>
</tr>
<tr>
<td>Set up a Parramatta Sub-Committee</td>
<td>· Please see Chapter 4 for details.</td>
</tr>
<tr>
<td>Establish a Greater Parramatta Subcommittee through the Strategic Planning Committee.</td>
<td></td>
</tr>
<tr>
<td>Policy Leadership Papers</td>
<td>· The draft integrated economic, social and environmental narratives discussed in Chapter 2 will form the basis of the Commission’s early Policy Leadership Papers. It is expected that the first Paper will be delivered in Q4 2016.</td>
</tr>
</tbody>
</table>
Table 1: Progress on Greater Sydney Commission Priorities as at 30 June 2016 (continued)

<table>
<thead>
<tr>
<th>POLICY LEADERSHIP</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide advice to the Minister</td>
<td>• The Commission provides advice to the Minister as required.</td>
</tr>
<tr>
<td>Provide advice on any matter deemed relevant to the development of the CSR with reference to the Objectives and Functions of the Commission.</td>
<td></td>
</tr>
<tr>
<td>2015 Sustainable Development Agenda</td>
<td>• The District Plans will seek to implement the 2015 Sustainable Development Agenda including, particularly, through the Greater Sydney Commission’s ‘emerging narratives’.</td>
</tr>
<tr>
<td>Consider and integrate the 2015 Sustainable Development Agenda recently adopted by Australia as a member of the United Nations.</td>
<td></td>
</tr>
<tr>
<td>Resilience Planning</td>
<td>• The Environment Commissioner continues to work with the City of Sydney, the Rockefeller Foundation and Office of Environment and Heritage to ensure that ongoing Government-supported resilience planning work is reflected in the draft District Plans.</td>
</tr>
<tr>
<td>Research the inclusion of resilience planning co-ordinated with local government.</td>
<td></td>
</tr>
<tr>
<td>Housing Densification</td>
<td>• The Commission is working closely with other agencies (including DPC, DPE and UGNSW) to establish a robust Government housing narrative and strategic directions for the draft District Plans.</td>
</tr>
<tr>
<td>Prepare information on housing densification options, including affordable housing for the CSR.</td>
<td></td>
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<table>
<thead>
<tr>
<th>ENGAGEMENT</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Digital Dashboard</td>
<td>• The Commission is working closely with the Data Analytics Centre to develop a fit-for-purpose dashboard.</td>
</tr>
<tr>
<td>Create a digital dashboard to promote community access to city building data.</td>
<td>Please see Chapter 5 for details.</td>
</tr>
<tr>
<td>Engagement Strategy</td>
<td>• Please see Chapter 3 for details.</td>
</tr>
<tr>
<td>Prepare an engagement strategy for each district in conjunction with the relevant District Commissioner.</td>
<td></td>
</tr>
<tr>
<td>Engagement with NSW Health and the Department of Education</td>
<td>• The Chief Commissioner, Social Commissioner and CEO have met regularly with key stakeholders. Both NSW Health and the Department of Education sit on the Infrastructure Delivery Committee and the Commission is working closely with them in preparation of draft District Plans.</td>
</tr>
<tr>
<td>Undertake early engagement with NSW Health and Department of Education’s strategic planning elements.</td>
<td></td>
</tr>
<tr>
<td>Annual Report</td>
<td>• The Commission has published its 2015/16 Annual Report.</td>
</tr>
<tr>
<td>Prepare an Annual Report in accordance with the Annual Reports (Statutory Bodies) Act 1984 and the specific requirements of the GSC Act - Part 4, Section 21.</td>
<td></td>
</tr>
<tr>
<td>Quarterly Report</td>
<td>• The Commission’s first Quarterly Report (as at 31 July 2016) is available to all stakeholders via the Commission’s website (<a href="http://www.gsc.nsw.gov.au">www.gsc.nsw.gov.au</a>).</td>
</tr>
<tr>
<td>Establish procedures to provide information and advice on a quarterly basis on the implementation of the GSR Plan and the 6 District Plans.</td>
<td></td>
</tr>
<tr>
<td>Grants and Awards</td>
<td>• The Commission is preparing its recommendations to the Minister for 2015/16 grants.</td>
</tr>
<tr>
<td>Manage the grants process within the Metropolitan Greenspace Program or any other program.</td>
<td>The awards program is being developed.</td>
</tr>
<tr>
<td>Develop an annual awards program for planning excellence for the GSR</td>
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<table>
<thead>
<tr>
<th>OPERATIONAL</th>
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<tbody>
<tr>
<td>Organisational Establishment</td>
<td>• The Commission is now fully operational. See Chapter 1 for more details.</td>
</tr>
<tr>
<td>The CEO to lead the organisational establishment of the Commission including HR, IT, staffing, budget, secretariat, other operational policies etc.</td>
<td></td>
</tr>
<tr>
<td>Operational Plan (OP)</td>
<td>• The GSC’s Operational Plan was approved at the second full Commission meeting in July 2016. The Plan includes a detailed code of ethics that applies to Commissioners.</td>
</tr>
<tr>
<td>Prepare an OP including an interface agreement with DPE to provide clarity on accountabilities and reporting.</td>
<td></td>
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</table>
Greater Sydney is one of the most socially and culturally diverse communities in Australia.
On a very cold winter morning at Turrella Park, the grass was covered by a thin sheet of frost. The morning sun shining on the grass was magical, and it is mornings like these that make me love Sydney.

Alexander Choi
CHAPTER 6

Appendices

Appendix 1
Commission Governance

Appendix 2
Legal Change
Risk Management and Insurance
Conflicts of Interest
Internal Audit and Risk Management Attestation
Digital Information Security Attestation

Appendix 3
Credit Card Certification
Funds Granted to Non-government Community Organisations
Implementation of Price Determination
Public Interest Disclosures
Privacy and Personal Information Protection
Consumer Response
Public Access to Government Information
International Travel
Waste Management

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Human Resources

Appendix 5
Budgets
Payment of Accounts
Consultants

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Appendix 1
Commission Governance

Appointment of Commissioners

All Commissioners have been appointed in accordance with the NSW Public Service Commission’s “Appointment Standards: Boards and Committees in the NSW Public Sector” (2013). All appointments received Cabinet approval, consistent with the Department of Premier and Cabinet Guidelines in effect.

The District Commissioners were appointed following the recommendations of Councils in each Greater Sydney District. While the appointments were ultimately made by the Minister with Cabinet’s approval, in all cases the Minister adopted the unanimous recommendation of the Councils.

The NSW Government funded ‘Boomerang Consulting’ to assist the Councils in making their recommendations, by ensuring due process and appropriate documentation.

Appointment of Chief Commissioner

Ms Turnbull is an eminently qualified Chief Commissioner. Ms Turnbull was the first female Lord Mayor of the City of Sydney. For three years Ms Turnbull chaired the Committee for Sydney.

Appointment of CEO

Ms Hill was appointed following an independent executive search process. The position was advertised in the Australian Financial Review and Sydney Morning Herald in August 2015. The recruitment campaign was undertaken by Korn Ferry on behalf of the Department of Planning and Environment.

The Greater Sydney Commission’s committees were established by the GSC Act. They are the Strategic Planning Committee, Infrastructure Delivery Committee and Finance & Governance Committee.

Committee Meetings and Attendance

Greater Sydney Commission
2016 Meetings

<table>
<thead>
<tr>
<th>Members</th>
<th>2 May</th>
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<tr>
<td>Chief Commissioner</td>
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<tr>
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<tr>
<td>Social Commissioner</td>
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</tr>
<tr>
<td>Environment Commissioner</td>
<td>✓</td>
</tr>
<tr>
<td>District Commissioner, Central</td>
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</tr>
<tr>
<td>District Commissioner, West</td>
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<tr>
<td>District Commissioner, South West *</td>
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<td>District Commissioner, North</td>
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<tr>
<td>District Commissioner, West Central</td>
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</tr>
<tr>
<td>District Commissioner, South *</td>
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</tr>
<tr>
<td>Secretary, Department of Planning and Environment</td>
<td>✓</td>
</tr>
<tr>
<td>Secretary, NSW Treasury</td>
<td>✓</td>
</tr>
<tr>
<td>Secretary, Transport for NSW</td>
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* Not yet appointed
### Strategic Planning Committee
#### 2016 Meetings

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<th>10 Mar</th>
<th>31 May</th>
<th>26 Apr</th>
<th>15 Jun</th>
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<td>✓</td>
<td>✓</td>
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<tr>
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<tr>
<td>Environment Commissioner</td>
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<tr>
<td>District Commissioner, North</td>
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</tr>
<tr>
<td>District Commissioner, West Central</td>
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<tr>
<td>District Commissioner, South*</td>
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* Not yet appointed

### Infrastructure Delivery Committee
#### 2016 Meetings

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<td>Economic Commissioner</td>
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<tr>
<td>Social Commissioner</td>
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<tr>
<td>Environment Commissioner</td>
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</tr>
<tr>
<td>Secretary, Department of Planning and Environment</td>
<td>✓ **</td>
</tr>
<tr>
<td>Secretary, NSW Treasury</td>
<td>✓</td>
</tr>
<tr>
<td>Secretary, Transport for NSW</td>
<td>✓</td>
</tr>
<tr>
<td>Secretary, Department of Education</td>
<td>✓</td>
</tr>
<tr>
<td>Secretary, NSW Health</td>
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</tr>
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** Attendance by Statutory Delegation

### Finance and Governance Committee
#### 2016 Meetings

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<th>Members</th>
<th>16 Feb</th>
<th>24 Feb</th>
<th>30 Mar</th>
<th>20 Apr</th>
<th>24 May</th>
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<tbody>
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<td>Chief Commissioner</td>
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<td>✓</td>
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<tr>
<td>Economic Commissioner</td>
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</tr>
<tr>
<td>Social Commissioner</td>
<td>✓</td>
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<td>✓</td>
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</tr>
<tr>
<td>Environment Commissioner</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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</tbody>
</table>
Appendix 2
Legal Change

Changes in Acts and subordinate legislation

Greater Sydney Commission Act 2015
Commencement Proclamation – Greater Sydney Commission Act 2015 No. 57 (8 January 2016)

Government Information (Public Access) Amendment (Subsidiary Agencies) Regulation 2016
The object of this Regulation includes to amend the Government Information (Public Access) Regulation 2009 to declare that the Greater Sydney Commission is to be regarded as a subsidiary agency to the Department of Planning and Environment for the purposes of the Government Information (Public Access) Act 2009. Commenced 10 June 2016.

Local Environmental Plans
Ashfield Local Environmental Plan 2013 (Amendment No. 1) (16 October 2015)
Ashfield Local Environmental Plan 2013 (Amendment No.2) (8 January 2016)
Auburn Local Environmental Plan 2010 (Amendment No. 14) (18 September 2015)
Auburn Local Environmental Plan 2010 (Amendment No. 19) (3 July 2015)
Bankstown Local Environmental Plan 2015 (Amendment No. 1) (4 September 2015)
Bankstown Local Environmental Plan 2015 (Amendment No. 2) (31 July 2015)
Bankstown Local Environmental Plan 2015 (Amendment No. 3) (22 January 2016)
Blacktown Local Environmental Plan 2011 (Sydney Region Growth Centres – West Schofields (Townson Road) Precinct) 2016 (3 June 2016)
Blacktown Local Environmental Plan 2015 (Amendment No. 1) (31 July 2015)
Blacktown Local Environmental Plan Amendment (Sydney Region Growth Centres – Marsden Park Industrial Precinct) (No. 2) 2015 (24 July 2015)
Blue Mountains LEP Mapping Error – Erratum (18 March 2016)
Blue Mountains Local Environmental Plan 2015 (Special Notification 21 December 2015)
Botany Bay Local Environmental Plan 2013 (Amendment No 1) (10 July 2015)
Botany Bay Local Environmental Plan 2013 (Amendment No 4) (9 October 2015)
Botany Bay Local Environmental Plan 2013 (Amendment No. 2) (5 February 2016)
Botany Bay Local Environmental Plan 2013 (Amendment No. 5) (19 February 2016)
Burwood Local Environmental Plan 2012 (Amendment No. 7) (11 March 2016)
Burwood Local Environmental Plan 2012 (Amendment No. 8) (10 June 2016)
Camden Local Environmental Plan 2010 (Amendment No. 32) (19 February 2016)
Camden Local Environmental Plan 2010 (Amendment No. 38) (16 October 2015)
Campbelltown Local Environmental Plan 2015 (11 December 2015)
Canada Bay Local Environmental Plan 2013 (Amendment No. 6) (18 December 2015)
Canada Bay Local Environmental Plan 2013 (Amendment No. 8) (13 May 2016)
Canterbury Local Environmental Plan 2012 (Amendment No. 7) (14 August 2015)
Canterbury Local Environmental Plan 2012 (Amendment No. 9) (11 December 2015)
Canterbury Local Environmental Plan 2012 (Amendment No.10) (12 February 2016)
Fairfield Local Environmental Plan 2013 (Amendment No. 15) (17 July 2015)
Fairfield Local Environmental Plan 2013 (Amendment No. 17) (31 July 2015)
Fairfield Local Environmental Plan 2013 (Amendment No.11) (15 January 2016)
Hawkesbury Local Environmental Plan 2012 (Amendment No. 10) (16 October 2015)
Holroyd Local Environmental Plan 2013 (Amendment No. 4) (9 October 2015)
Holroyd Local Environmental Plan 2013 (Amendment No. 5) (27 November 2015)
Holroyd Local Environmental Plan 2013 (Amendment No. 6) (8 January 2016)
Hornsby Local Environmental Plan 2013 (Amendment No. 5) (25 September 2015)
Hornsby Local Environmental Plan 2013 (Amendment No. 6) (11 September 2015)
Hornsby Local Environmental Plan 2013 (Amendment No. 7) (17 June 2016)
Hunters Hill Local Environmental Plan 2012 (Amendment No. 2) (20 November 2015)
Hurstville Local Environmental Plan 2012 (Amendment No. 3) (10 July 2015)
Hurstville Local Environmental Plan 2012 (Amendment No. 4) (24 July 2015)
Hurstville Local Environmental Plan 2012 (Amendment No. 5) (2 October 2015)
Hurstville Local Environmental Plan 2012 (Amendment No. 6) (18 December 2015)
Ku-ring-gai Local Environmental Plan (Amendment No. 8) (6 November 2015)
Ku-ring-gai Local Environmental Plan 2015 (Amendment No. 10) (6 May 2016)
Ku-ring-gai Local Environmental Plan 2015 (Amendment No. 5) (20 October 2015)
Ku-ring-gai Local Environmental Plan 2015 (Amendment No. 7) (4 December 2015)
Ku-ring-gai Local Environmental Plan 2015 (Amendment No. 9) (6 May 2016)
Lane Cove Local Environmental Plan 2009 (Amendment No. 14) (24 July 2015)
Lane Cove Local Environmental Plan 2009 (Amendment No. 17) (31 July 2015)
Lane Cove Local Environmental Plan 2009 (Amendment No. 19) (10 June 2016)
Lane Cove Local Environmental Plan 2009 (Amendment No. 21) (15 April 2016)
Leichhardt Local Environmental Plan 2013 (Amendment No. 4) (31 July 2015)
Leichhardt Local Environmental Plan 2013 (Amendment No. 5) (3 July 2015)
Leichhardt Local Environmental Plan 2013 (Amendment No. 8) (11 December 2015)
Leichhardt Local Environmental Plan 2013 (Amendment No. 21) (15 April 2016)
Liverpool Local Environmental Plan 2008 (Amendment No. 32) (4 April 2016)
Liverpool Local Environmental Plan 2008 (Amendment No. 37) (18 September 2015)
Liverpool Local Environmental Plan 2008 (Amendment No. 55) (20 November 2015)
Liverpool Local Environmental Plan 2008 (Amendment No. 57) (10 June 2016)
Liverpool Local Environmental Plan 2008 (Amendment No. 59) (29 January 2016)
Liverpool Local Environmental Plan 2008 (Amendment No. 62) (24 June 2016)
Local Environmental Plan (Greater Sydney LEPs Consequential Amendments) 2016 (4 April 2016)
Manly Local Environmental Plan 2013 (Amendment No. 11) (3 June 2016)
Manly Local Environmental Plan 2013 (Amendment No. 10) (15 January 2016)
Manly Local Environmental Plan 2013 (Amendment No. 6) (25 September 2015)
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Manly Local Environmental Plan 2013 (Amendment No. 9) (25 September 2015)
Manly Local Environmental Plan 2013 (Amendment No. 7) (1 April 2016)
Marrickville Local Environmental Plan 2011 (Amendment No. 6) (1 April 2016)
Marrickville Local Environmental Plan 2011 (Amendment No. 2) (6 November 2015)
Marrickville Local Environmental Plan 2011 (Amendment No. 5) (15 January 2016)
Mosman Local Environmental Plan 2012 (Amendment No. 6) (5 February 2016)
Mosman Local Environmental Plan 2012 (Amendment No. 7) (11 March 2016)
Mosman Local Environmental Plan 2012 (Amendment No. 8) (3 June 2016)
Mosman Local Environmental Plan 2012 (Amendment No. 9) (24 June 2016)
North Sydney Local Environmental Plan 2013 (Amendment No. 10) (27 November 2015)
North Sydney Local Environmental Plan 2013 (Amendment No. 11) (30 October 2015)
North Sydney Local Environmental Plan 2013 (Amendment No. 12) (20 November 2015)
North Sydney Local Environmental Plan 2013 (Amendment No. 8) (4 September 2015)
North Sydney Local Environmental Plan 2013 (Amendment No. 9) (31 July 2015)
North Sydney Local Environmental Plan 2013 (Amendment No. 13) (15 January 2016)
North Sydney Local Environmental Plan 2013 (Amendment No. 14) (24 March 2016)
Parramatta City Centre Local Environmental Plan 2007 (Amendment No. 14) (3 July 2015)
Parramatta Local Environmental Plan 2011 (Amendment No. 10) (18 December 2015)
Parramatta Local Environmental Plan 2011 (Amendment No. 11) (18 September 2015)
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Parramatta Local Environmental Plan 2011 (Amendment No. 14) (13 May 2016)
Parramatta Local Environmental Plan 2011 (Amendment No. 15) (8 January 2016)
Parramatta Local Environmental Plan 2011 (Amendment No. 16) (4 April 2016)
Parramatta Local Environmental Plan 2011 (Amendment No. 18) (1 April 2016)
Penrith Local Environmental Plan 2010 (Amendment No. 5) (4 September 2015)
Penrith Local Environmental Plan 2010 (Amendment No. 6) (19 February 2016)
Penrith Local Environmental Plan 2010 (Amendment No. 7) (27 May 2016)
Pittwater Local Environmental Plan 2014 (Amendment No. 4) (17 July 2015)
Pittwater Local Environmental Plan 2014 (Amendment No. 5) (25 September 2015)
Pittwater Local Environmental Plan 2014 (Amendment No. 6) (22 January 2016)
Pittwater Local Environmental Plan 2014 (Amendment No. 7) (1 April 2016)
Rockdale Local Environmental Plan 2011 (Amendment No. 10) (19 February 2016)
Rockdale Local Environmental Plan 2011 (Amendment No. 11) (15 April 2016)
Rockdale Local Environmental Plan 2011 (Amendment No. 12) (10 June 2016)
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Warringah Local Environmental Plan 2011 (Amendment No. 15) (13 May 2016)

Warringah Local Environmental Plan 2011 (Amendment No. 16) (6 May 2016)

Waverley Local Environmental Plan 2012 (Amendment No. 6) (13 July 2015)

Waverley Local Environmental Plan 2012 (Amendment No. 8) (24 July 2015)

Willoughby Local Environmental Plan 2012 (Amendment No. 3) (18 December 2015)

Willoughby Local Environmental Plan 2012 (Amendment No. 4) (4 March 2016)

Willoughby Local Environmental Plan 2012 (Amendment No. 7) (27 May 2016)

Wollondilly Local Environmental Plan 2011 (Amendment No. 14) (2 October 2015)

Wollondilly Local Environmental Plan 2011 (Amendment No. 15) (4 September 2015)

Wollondilly Local Environmental Plan 2011 (Amendment No. 16) (27 November 2015)

Wollondilly Local Environmental Plan 2011 (Amendment No. 18) (6 November 2015)

Wollondilly Local Environmental Plan 2011 (Amendment No. 19) (11 March 2016)

Wollondilly Local Environmental Plan 2011 (Amendment No. 20) (18 March 2016)

Wollondilly Local Environmental Plan 2011 (Amendment No. 21) (27 May 2016)

Risk Management and Insurance

Risk Management

The Commission recognises the importance of robust risk management procedures. It has developed a risk management program to identify and manage risks consistent with NSW Government guidelines and policy (in particular the Internal Audit and Risk Management Policy for the NSW Public Sector (TPP 15-03)).

On 5 August 2016, Treasury approved the Commission joining the Principal Department led shared arrangement between Department of Planning and Environment (DPE), Lord Howe Island Board, Central Coast Regional Development Association and Office of Local Government (Shared Arrangement) in accordance with the Guidance of Shared Arrangements and Subcommittees for Audit and Risk Committees (TPP 16-02).

The Audit and Risk Committee (ARC) established pursuant to the Shared Arrangement provides independent oversight and monitoring of the Commission's risk and control frameworks, and its external accountability requirements. The ARC meets five times per year and operates in accordance with a charter that is consistent with the content of the ‘model charter’ set out in TPP 15-03.

Prior to this approval (and as at 30 June 2016), DPE and the ARC provided services in anticipation of Treasury approving the Shared Arrangement.

Insurance

The Department of Planning and Environment organises the Commission’s insurance cover, which includes workers’ compensation, building contents (including office equipment) and public liability. The policies are with the NSW Self Insurance Corporation, under the NSW Self Insurance Corporation Act 2004.
Conflicts of Interest

Training has been provided by the Independent Commission Against Corruption to assist Commissioners and staff to understand their obligations and responsibilities under the Independent Commission Against Corruption Act 1988 (ICAC Act) and the Greater Sydney Commission Act 2015 (GSC Act) to manage behaviour and obligations during the course of the Commission's operations.

The Commission’s staff are expected to comply with the GSC Act and all Department of Planning and Environment (DPE) policies. This includes DPE’s policies on conflicts of interest, confidentiality and privacy.

Commissioner Conflicts of Interest

Commission members are required to comply with the conflicts of interest policies contained within the Commission’s Code of Ethics and Conduct (Operational Plan). Also, they are required to comply with the Joint Regional Planning Panels (JRPP) Code of Conduct, which in turn requires them to declare interests in accordance with the NSW Government Boards and Committees Guidelines. The Commission, and members, are also required to comply with the requirements of Schedule 2 of the GSC Act.

All members have declared relevant interests and these have been notified to the Full Commission and all ‘Management Strategies’ to deal with conflicts (potential or perceived) have been approved by the Full Commission – by written resolution.

Register of Declarations

Conflicts and private interests of Commissioners and staff have been registered. The register is not available for public inspection – in compliance with requirements in the Privacy and Personal Information Protection Act 1988.
Internal Audit and Risk Management Attestation

Internal Audit and Risk Management Attestation Statement for the 2015-2016 Financial Year for the Greater Sydney Commission

I, Chief Commissioner, on behalf of the Greater Sydney Commission (Commission) am of the opinion that the Commission has internal audit and risk management processes in operation that are, excluding the exceptions or transitional arrangements described below, compliant with the eight (8) core requirements set out in the *internal Audit and Risk Management Policy for the NSW Public Sector*, specifically:

<table>
<thead>
<tr>
<th>Core Requirements</th>
<th>Compliant / non-compliant / in transition</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Risk Management Framework</strong></td>
<td></td>
</tr>
<tr>
<td>1.1 The agency head is ultimately responsible and accountable for risk management in the agency</td>
<td>In transition</td>
</tr>
<tr>
<td>1.2 A risk management framework that is appropriate to the agency has been established and maintained and the framework is consistent with AS/NZS ISO 31000:2009</td>
<td>In transition</td>
</tr>
<tr>
<td><strong>Internal Audit Function</strong></td>
<td></td>
</tr>
<tr>
<td>2.1 An Internal audit function has been established and maintained</td>
<td>Compliant</td>
</tr>
<tr>
<td>2.2 The operation of the internal audit function is consistent with the International Standards for the Professional Practice of Internal Auditing</td>
<td>Compliant</td>
</tr>
<tr>
<td>2.3 The agency has an Internal Audit Charter that is consistent with the content of the 'model charter'</td>
<td>Compliant</td>
</tr>
<tr>
<td><strong>Audit and Risk Committee</strong></td>
<td></td>
</tr>
<tr>
<td>3.1 An independent Audit and Risk Committee with appropriate expertise has been established</td>
<td>In transition</td>
</tr>
<tr>
<td>3.2 The Audit and Risk Committee is an advisory committee providing assistance to the agency head on the agency's governance processes, risk management and control frameworks, and its external accountability obligations</td>
<td>In transition</td>
</tr>
<tr>
<td>3.3 The Audit and Risk Committee has a Charter that is consistent with the content of the 'model charter'</td>
<td>In transition</td>
</tr>
</tbody>
</table>
I, Chief Commissioner, on behalf of the Commission, also advise that the internal audit and risk management processes for the Commission departs from the following core requirements set out in the *Internal Audit and Risk Management Policy for the NSW Public Sector*:

- the departure from the core requirements is due to the Commission implementing measures to achieve compliance, consistent with the permitted transitional arrangements.

<table>
<thead>
<tr>
<th>Departure</th>
<th>Reason for departure and description of practicable alternative measures implemented/being implemented</th>
</tr>
</thead>
<tbody>
<tr>
<td>In transition</td>
<td></td>
</tr>
<tr>
<td>Core Requirement 1.1 The agency head is ultimately responsible and accountable for risk management in the agency</td>
<td>At the reporting date and in compliance with permitted transitional periods for New Agencies in the <em>Internal Audit and Risk Management Policy for the NSW Public Sector</em>, the policy that sets out that the CEO is ultimately responsible and accountable for risk management at the Greater Sydney Commission had not yet been approved by its Finance and Governance Committee. However, at the date of publication of this report, it had been approved.</td>
</tr>
<tr>
<td>Core Requirement 1.2 A risk management framework that is appropriate to the agency has been established and maintained and the framework is consistent with AS/NZS ISO 31000:2009</td>
<td>At the reporting date and in compliance with permitted transitional periods for New Agencies in the <em>Internal Audit and Risk Management Policy for the NSW Public Sector</em>, the Commission's risk management framework had not yet been approved by its Finance and Governance Committee. However, at the date of publication of this report, it had been approved, and is consistent with AS/NZS ISO 31000:2009.</td>
</tr>
<tr>
<td>Core Requirement 3.1 An independent Audit and Risk Committee with appropriate expertise has been established</td>
<td>At the reporting date and in compliance with permitted transitional periods for New Agencies in the <em>Internal Audit and Risk Management Policy for the NSW Public Sector</em>, the Commission had an independent Audit and Risk Committee with appropriate expertise, this was the ARC constituted pursuant to the Principal Department led shared arrangement between DPE, Lord Howe Island Board, Central Coast Regional Development Association and Office and Local Government (Shared Arrangement), but Treasury had not approved this arrangement. Treasury issued approval for the Commission to be added to the Shared Arrangement on 5 August 2016.</td>
</tr>
<tr>
<td>Core Requirement 3.2 The Audit and Risk Committee is an advisory committee providing assistance to the agency head on the agency's governance processes, risk management and control frameworks, and its external accountability obligations</td>
<td>At the reporting date and in compliance with permitted transitional periods for New Agencies in the <em>Internal Audit and Risk Management Policy for the NSW Public Sector</em>, the Commission had an independent Audit and Risk Committee that advised it as per Core Requirement 3.2, this was the ARC constituted pursuant to the Principal Department led shared arrangement between DPE, Lord Howe Island Board, Central Coast Regional Development Association and Office and Local Government (Shared Arrangement), but Treasury had not approved this arrangement. Treasury issued approval for the Commission to be added to the Shared Arrangement on 5 August 2016.</td>
</tr>
</tbody>
</table>
Core Requirement 3.3 The Audit and Risk Committee has a Charter that is consistent with the content of the 'model charter'

At the reporting date and in compliance with permitted transitional periods for New Agencies in the *Internal Audit and Risk Management Policy for the NSW Public Sector*, the Commission’s Audit and Risk Committee had a consistent model charter, but it did not include reference to the Commission as required under *Guidance of Shared Arrangements and Subcommittees for Audit and Risk Committees (TPP 16-02)*. After the reporting period, on 5 August 2016, the Commission received approval from Treasury that it could join the existing Principal Department led shared arrangement between DPE, Lord Howe Island Board, Central Coast Regional Development Association and Office and Local Government and the model charter is being amended accordingly.

Lucy Hughes Turnbull AO
Chief Commissioner

13 October 2016
Digital Information Security Attestation

To Whom it may Concern


I, Chief Commissioner, on behalf of the Commission, am of the opinion that the Greater Sydney Commission had an Information Security Management System, managed by Planning and Environment Shared Services, in place during the 2015-2016 financial year that is consistent with the Core Requirements set out in the NSW Government Digital Information Security Policy.

The controls in place to mitigate identified risks to the digital information and digital information systems of the Greater Sydney Commission are adequate.

Furthermore, Planning and Environment Shared Services (through the Office of Environment and Heritage) has obtained certified compliance with ISO/IEC 27001:2013 - Information Security Management – Certificate IS 645082 through an accredited third party. Certification was being undertaken during the 2015-2016 financial year and was completed in August 2016. Evidence of certification is enclosed.

For further information about this matter please contact Chris Fechner on 02 9995 5858 or at chris.fechner@environment@nsw.gov.au

Lucy Hughes Turnbull AO
Chief Commissioner

13 October 2016
Certificate of Registration

INFORMATION SECURITY MANAGEMENT SYSTEM - ISO/IEC 27001:2013

This is to certify that: Office of Environment and Heritage
Level 5
43 Bridge Street
Hurstville NSW 2220

Holds Certificate Number: IS 645082

and operates an Information Security Management System which complies with the requirements of ISO/IEC 27001:2013 for the following scope:

Services provided by Planning and Environment Shared Services in support of the enterprise systems used across the Planning and Environment Cluster. The Services, Teams and Locations in scope are specified in the “Information Security Management System Framework (v1.3, 03/8/2016)” document, in accordance with the Statement of Applicability “ISO27001 Statement of Applicability (v3.3, 01/8/2016)".

For and on behalf of BSI:

Chris Cheung, Head of Compliance & Risk - Asia Pacific

Original Registration Date: 07/09/2016
Effective Date: 07/09/2016
Latest Revision Date: 08/09/2016
Expiry Date: 06/09/2019

This certificate was issued electronically and remains the property of BSI Group ANZ Pty Limited, ACN 078 659 211 and is bound by the conditions of contract. This certificate can be verified at www.bsi-global.com/clientdirectory. Printed copies can be validated at www.bsi-global.com/ClientDirectory. Further clarifications regarding the scope of this certificate and the applicability of ISO/IEC 27001:2013 requirements may be obtained by consulting the organization. This certificate is valid only if provided original copies are in complete set.
<table>
<thead>
<tr>
<th>Location</th>
<th>Registered Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office of Environment and Heritage</td>
<td>Services provided by Planning and Environment Shared Services in support of the enterprise systems used across the Planning and Environment Cluster. The Services, Teams and Locations in scope are specified in the &quot;Information Security Management System Framework (v1.3, 03/8/2016)&quot; document, in accordance with the Statement of Applicability &quot;ISO27001 Statement of Applicability (v3.3, 01/8/2016)&quot;.</td>
</tr>
<tr>
<td>Level 5</td>
<td></td>
</tr>
<tr>
<td>43 Bridge Street</td>
<td></td>
</tr>
<tr>
<td>Hurstville NSW 2220</td>
<td></td>
</tr>
<tr>
<td>Office of Environment and Heritage</td>
<td>Services provided by Planning and Environment Shared Services in support of the enterprise systems used across the Planning and Environment Cluster. The Services, Teams and Locations in scope are specified in the &quot;Information Security Management System Framework (v1.3, 03/8/2016)&quot; document, in accordance with the Statement of Applicability &quot;ISO27001 Statement of Applicability (v3.3, 01/8/2016)&quot;.</td>
</tr>
<tr>
<td>Level 20</td>
<td></td>
</tr>
<tr>
<td>59-61 Goulburn Street</td>
<td></td>
</tr>
<tr>
<td>Sydney NSW 2000</td>
<td></td>
</tr>
</tbody>
</table>

Original Registration Date: 07/09/2016
Effective Date: 07/09/2016
Latest Revision Date: 08/09/2016
Expiry Date: 06/09/2019
Appendix 3
Credit Card Certification

There were no credit cards issued or held by the Commission for the reporting period 2015-16.

Funds Granted to Non-government Community Organisations

During 2015-16 there were no funds granted by the Commission to non-government community organisations.

Implementation of Price Determination

The Commission was not subject to any price determinations or recommendations during 2015-16.

Public Interest Disclosures

The Commission has adopted all DPE operational policies and procedures, which includes a Public Interest Disclosure Reporting Policy and Procedure.

The following table contains information about the Commission’s obligations under Section 31 of the Public Interest Disclosures Act 1994.

<table>
<thead>
<tr>
<th>No.</th>
<th>Category</th>
<th>Total Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Public interest disclosures made by public officials in performing their day to day functions</td>
<td>0</td>
</tr>
<tr>
<td>2.</td>
<td>Public interest disclosures not covered by 1. that are made under a statutory or other legal obligation</td>
<td>0</td>
</tr>
<tr>
<td>3.</td>
<td>All other public interest disclosures</td>
<td>0</td>
</tr>
<tr>
<td>4.</td>
<td>Total number of public interest disclosures received relating to possible or alleged:</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>a. Corrupt conduct</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>b. Maladministration</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>c. Serious and substantial waste of public or local government money</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>d. Government information contraventions</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>e. Local government pecuniary interest contraventions</td>
<td>0</td>
</tr>
<tr>
<td>5.</td>
<td>Total number of public interest disclosures received</td>
<td>0</td>
</tr>
<tr>
<td>6.</td>
<td>Number of public interest disclosures that have been finalised</td>
<td>0</td>
</tr>
<tr>
<td>7.</td>
<td>Whether we have a public interest disclosures policy in place</td>
<td>Yes</td>
</tr>
<tr>
<td>8.</td>
<td>Action taken by us to ensure that our staff awareness responsibilities</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Staff induction</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Staff indicating they have read and understood policy</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Internal memos</td>
<td></td>
</tr>
</tbody>
</table>
Privacy and Personal Information Protection

DPE has a Privacy Management Plan in place, pursuant to s33(5) of the Privacy and Personal Information Protection Act 1998. This outlines DPE’s processes and responsibilities for managing personal and health information. As an agency within the Planning and Environment Cluster, the Commission has adopted the Privacy Management Plan and provided a copy to the Information and Privacy Commission in accordance with its legislative obligations.

The Privacy Management Plan:
- outlines processes and responsibilities for managing personal and health information;
- complies with the 12 Information Protection Principles in the Privacy and Personal Information Protection Act 1998;
- applies to all staff members, any individual employed, appointed, or otherwise attached to the Commission whether on an ongoing, temporary, casual, contract, or voluntary basis;
- requires that personal information only be collected for a lawful purpose directly related to the Commission’s work and which is reasonably necessary for that work, and that personal information be stored securely;
- contains provisions in respect of accessing, amending, updating and disclosing personal information held;
- contains procedures for complaints; and
- sets out public interest directions under the Privacy and Personal Information Protection Act 1998 and processes for internal review in relation to privacy matters.

The Manager of Information and Privacy can be contacted by writing to:

Manager, Information and Privacy
Public Access to Information and Privacy Unit
Department of Planning and Environment
GPO Box 39 Sydney New South Wales 2001

Or by emailing: pati@planning.nsw.gov.au

Access Request Applications

In 2015-16, the Commission did not receive any access applications from individuals requesting their personal information.

Applications for Internal Review

In 2015-16, the Commission did not receive any applications for internal review.

Consumer Response

All requests made to the Commission for information or assistance are met directly and promptly and/or are referred to the most appropriate officer, as required.

Stakeholders and the community have a number of avenues where they can provide feedback including by contacting us in writing, by email or through social media.

The Commission received no significant consumer complaints during the reporting period. Consequently, no changes to the Commission’s programs and services were warranted.

Public Access to Government Information

The Government Information (Public Access) Act 2009 (GIPA Act) encourages NSW public sector agencies to release information proactively, and give individuals easier access to information held by agencies. During the reporting period, the Commission proactively disclosed information on its website, including:
- the Statement of Priorities agreed between the Minister for Planning and the Chief Commissioner;
- media releases;
- details on how stakeholders can comment or participate in the Commission’s work via social media;
- technical reports for district planning; and
- evidence/information reports.
Government Information (Public Access) Act 2009 Applications

The Commission had, at 30 June 2016, no information to disclose as required by Schedule 2 of the GIPA Act.

During the reporting period there were no access applications received and no review of the release of Government information pursuant to the GIPA Act.

International Travel

The Commission did not incur any costs on overseas trips, including airfares, accommodation or incidental expenses during the 2015-16 year.

Waste Management

To enhance the sustainability of the 2015-16 Annual Report the Greater Sydney commission has produced it in an electronic format available at www.gsc.nsw.gov.au

The report was written in house and desktop published by Bug Communications Pty Ltd. The total cost of external production and printing was no more than $5,200.

Appendix 4

Human Resources

A strong interim structure is operating under the leadership of the Chief Executive Officer, Sarah Hill.

From the period of 27 January to 30 June 2016, thirty four staff received:

- a detailed induction pack including: welcome information; information on the Greater Sydney Commission members; details of all policies and procedures we follow; a copy of our Operational Plan; a comprehensive list of frequently asked questions; details of public sector commonly used acronyms; IT support information; a copy of the Greater Sydney Commission Act 2015; and details of our Statement of Priorities; policy compliance forms, conflict of interest forms; declaration of private interests; confidentiality deed poll;
- training from Independent Commission Against Corruption; and
- weekly team meetings with the Chief Executive Officer (CEO).

A variety of initiatives are planned for 2016-17, including (but not limited to):

- a staff training program, including regular lunchtime briefings, training on policies and procedures; and
- continuing weekly team meetings with the Chief Executive Officer.

Exceptional Movements in Salaries and Wages

There were no exceptional movements in salaries and wages for the reporting period.

Personnel and Industrial Relations Policies and Practices

The Commission provides regular information to staff about its policies and practices. Currently, the Commission adopts DPE policies and practices.
Human Resources Policies and Practices 2015-16

Permanent and temporary public service staff are employed through DPE. All Commission staff are required to comply with DPE policies and practices.

Transition to GSE

The Government Sector Employment Act 2013 (GSE Act) replaced the Public Sector Employment and Management Act 2002 on 24 February 2014. The Commission will be appointing all officers under the conditions of the GSE Act.

Executive Remuneration and Senior Executives

The Commission commenced on 27 January 2016 and for the reporting period of 2015-16 the total number of executive positions at equivalent to SES Level 1 or higher (bands 1 to 4) was one. For the reporting period of 2015-16 senior executives’ monetary remuneration and the value of employment benefits paid represented 19 per cent of the Commission’s salaries-related expenses.

### Senior Executives

<table>
<thead>
<tr>
<th>Band</th>
<th>Per annum range</th>
<th>Number/Gender</th>
<th>Average remuneration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Band 4</td>
<td>$441,201 to $509,750</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Band 3</td>
<td>$313,051 to $441,200</td>
<td>1/Female</td>
<td>$400,000</td>
</tr>
<tr>
<td>Band 2</td>
<td>$248,851 to $313,050</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Band 1</td>
<td>$174,500 to $248,850</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Employee Profile by Employment Basis

<table>
<thead>
<tr>
<th>Year</th>
<th>27 January to 30 June 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Gender</td>
</tr>
<tr>
<td>Permanent</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Full-time</td>
</tr>
<tr>
<td></td>
<td>Part-time</td>
</tr>
<tr>
<td>Secondees</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Full-time</td>
</tr>
<tr>
<td></td>
<td>Part-time</td>
</tr>
<tr>
<td>Contractors</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Full-time</td>
</tr>
<tr>
<td></td>
<td>Part-time</td>
</tr>
<tr>
<td>Totals</td>
<td></td>
</tr>
</tbody>
</table>

* The Greater Sydney Commission Act 2015 does not authorise the Commission to employ staff and all permanent staff will be employed by DPE.

Thirty-four full and part-time staff support the Commission’s work. As at 30 June 2016, only the CEO has been appointed ongoingly. In the interests of collaboration and transparency, half of the Commission’s staff are seconded from either State Government agencies (13 from the Department of Planning and Environment (DPE), Sydney Water, UrbanGrowth NSW (UGNSW), Government Property NSW (GPN), Transport for NSW (TfNSW) and Infrastructure NSW (INSW) or local councils (4 senior planners from Blacktown, Marrickville, Blue Mountains and North Sydney). Sixteen staff are temporary contractors. The Commission awaits confirmation from the Public Service Commission that its proposed organisational structure complies with the Government Sector Employment Act 2013 prior to recruiting to ongoing positions.
Workforce Diversity

The Commission values the principles of equity and diversity and is committed to building a workplace culture that values and understands the benefits of a diverse workforce that is reflective of the wider community.

Work Health and Safety

The Commission recognises its responsibility to provide a safe and healthy work environment for staff. All Commission staff are required to comply with DPE policies and practices. The Commission is supported by the DPE’s Work, Health and Safety programs.

During the reporting period, the Commission had nil workplace incidents.

Appendix 5
Budgets

Outline Budget for 2015-16

<table>
<thead>
<tr>
<th>Notes</th>
<th>27 January to 30 June 2016 $’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Expenses excluding losses</td>
<td>Operating expenses, personnel and other expenses</td>
</tr>
<tr>
<td>Total Revenue</td>
<td>Grants, contributions and other revenue</td>
</tr>
</tbody>
</table>

Net Result -

Note: Budget as provided by the Department of Planning and Environment 27 January to 30 June 2016.

Outline Budget for 2016-17

The 2016-17 NSW Budget provided $62 million for the Greater Sydney Commission over four years to implement A Plan for Growing Sydney, the city’s strategic blueprint to deliver homes, jobs and infrastructure – including $41 million of new funding to update, revise and support community engagement on the plan, develop digitised strategic planning tools to make the system easier to use and facilitate ongoing monitoring of outcomes through a new digital dashboard.

Payment of Accounts

Account Payment Performance

All financial services for the Commission were provided by the DPE. This information is contained within the DPE Annual Report 2015-16.

Accounts Due or Paid Within Each Quarter

All financial services for the Commission for the 2015-16 financial year were provided by the DPE. This information is contained within the Department of Planning and Environment Annual Report 2015-16.

Consultants

Number of consultancy engagements costing less than $50,000: 7

Total value of consultancy engagements costing less than $50,000: $61,875.

These costs related to: Probit support, Engagement strategy.

Consultancies of $50,000 or more: Nil
CHAPTER 7

Audited Financial Statements

Financial Statements as at 30 June 2016

- Independent Auditor’s Report 79
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- Statement of Financial Position 84
- Statement of Changes in Equity 85
- Statement of Cash Flows 86
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INDEPENDENT AUDITOR’S REPORT

Greater Sydney Commission

To Members of the New South Wales Parliament

Opinion

I have audited the accompanying financial statements of the Greater Sydney Commission (the Commission), which comprise the statement of financial position as at 30 June 2016, the statement of comprehensive income, the statement of changes in equity and the statement of cash flows for the period 27 January 2016 to 30 June 2016, notes comprising a summary of significant accounting policies and other explanatory information.

In my opinion, the financial statements:

- give a true and fair view of the financial position of the Commission as at 30 June 2016, and of its financial performance and its cash flows for the period then ended in accordance with Australian Accounting Standards
- are in accordance with section 41B of the Public Finance and Audit Act 1983 (PF&A Act) and the Public Finance and Audit Regulation 2015.

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under those standards are further described in the Auditor’s Responsibilities for the Audit of the Financial Statements section of my report.

I am independent of the Commission in accordance with the auditor independence requirements of:

- Australian Auditing Standards
- ethical requirements of the Accounting Professional and Ethical Standards Board’s APES 110 ‘Code of Ethics for Professional Accountants’ (the Code).

I have also fulfilled my other ethical responsibilities in accordance with the Code.

The PF&A Act further promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of public sector agencies, but precluding the provision of non-audit services.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.
The Chief Executive Officer’s Responsibility for the Financial Statements

The Chief Executive Officer is responsible for preparing financial statements that give a true and fair view in accordance with Australian Accounting Standards and the PF&A Act, and for such internal control as the Chief Executive Officer determines is necessary to enable the preparation of financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Chief Executive Officer must assess the Commission’s ability to continue as a going concern unless the Commission will be dissolved by an Act of Parliament or otherwise cease operations. The assessment must include, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor’s Responsibility for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and
- issue an Independent Auditor’s Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.


My opinion does not provide assurance:

- that the Commission carried out its activities effectively, efficiently and economically about the effectiveness of the internal control
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented.

Weini Liao
Director, Financial Audit Services

19 September 2016
SYDNEY
Letter of Certification

For the Financial Year 2015-16

Expression of opinion as to the effectiveness
of internal controls over financial information for the Greater Sydney Commission

I, Simon Officer, as Chief Financial and Operating Officer, acknowledge my responsibility for the
design, implementation and operation of internal control systems over the Greater Sydney
Commission’s financial information.

I certify that the Greater Sydney Commission had an effective system of internal control to ensure
that financial information presenting the financial position and performance of the Greater Sydney
Commission is true and fair in all material respects.

[Signature]

Simon Officer
Chief Financial and Operating Officer
19 September 2016
Greater Sydney Commission

STATEMENT BY MEMBERS OF THE COMMISSION
for the period from 27 January to 30 June 2016

Pursuant to Section 41C of the Public Finance and Audit Act 1983 I declare, on behalf of the Commission, that in my opinion:

1) The accompanying financial statements exhibit a true and fair view of the financial position of the Greater Sydney Commission as at 30 June 2016 and transactions for the period 27 January to 30 June 2016;

2) The financial statements have been prepared in accordance with:

   • Applicable Australian Accounting Standards (which includes Australian Accounting Interpretations);

   • The requirements of the Public Finance and Audit Act 1983, the Public Finance and Audit Regulation 2015 and the Financial Reporting Directions issued by the Treasurer under Section 9 (2) (n) of the Act.

Further, the Members of the Commission are not aware of any circumstances which would render any particulars included in the financial statements to be misleading or inaccurate.

On behalf of the Commission:

[Signature]
Sarah Hill
Chief Executive

Date: 19.9.16
### Statement of Comprehensive Income

for the Period from 27 January to 30 June 2016

<table>
<thead>
<tr>
<th>Notes</th>
<th>27 January to 30 June 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$'000</td>
</tr>
</tbody>
</table>

**EXPENSES EXCLUDING LOSSES**

<table>
<thead>
<tr>
<th>Operating expenses</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel services</td>
<td>3(a)</td>
</tr>
<tr>
<td>Other operating expenses</td>
<td>3(b)</td>
</tr>
<tr>
<td>Depreciation and amortisation</td>
<td>3(c)</td>
</tr>
</tbody>
</table>

**Total expenses excluding losses**

4,640

**REVENUE**

<table>
<thead>
<tr>
<th>Revenue</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants and contributions</td>
<td>4(a)</td>
</tr>
<tr>
<td>Other revenue</td>
<td>4(b)</td>
</tr>
</tbody>
</table>

**Total revenue**

4,640

**Net result**

-

**OTHER COMPREHENSIVE INCOME**

<table>
<thead>
<tr>
<th>Other comprehensive income</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Items that will not be reclassified to net result</td>
<td></td>
</tr>
</tbody>
</table>

**Total other comprehensive income**

-

**TOTAL COMPREHENSIVE INCOME**

-

The accompanying notes form part of these financial statements.
### Statement of Financial Position

as at 30 June 2016

<table>
<thead>
<tr>
<th>Notes</th>
<th>2016 $’000</th>
</tr>
</thead>
</table>

#### ASSETS

**Current assets**

- Cash and cash equivalents
- Receivables

**Total current assets**

#### NON-CURRENT ASSETS

**Property, plant and equipment**

- Plant and equipment

**Total property, plant and equipment**

**Intangible assets**

**Total non-current assets**

#### LIABILITIES

**Current liabilities**

- Payables
- Provisions

**Total current liabilities**

**Non-current liabilities**

- Provisions

**Total non-current liabilities**

**Net assets**

**EQUITY**

- Accumulated funds

**Total equity**

The accompanying notes form part of these financial statements.
Statement of Changes in Equity
for the Period from 27 January to 30 June 2016

<table>
<thead>
<tr>
<th>Accumulated funds $’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance at 27 January 2016</td>
</tr>
<tr>
<td>Net result for the period</td>
</tr>
<tr>
<td>Other comprehensive income</td>
</tr>
<tr>
<td><strong>Total comprehensive income for the period</strong></td>
</tr>
<tr>
<td>Transactions with owners in their capacity as owners</td>
</tr>
<tr>
<td><strong>Balance at 30 June 2016</strong></td>
</tr>
</tbody>
</table>

The accompanying notes form part of these financial statements.
## Statement of Cash Flows

for the Period from 27 January to 30 June 2016

<table>
<thead>
<tr>
<th>Notes</th>
<th>27 January to 30 June 2016 $’000</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### CASH FLOWS FROM OPERATING ACTIVITIES

#### Payments

<table>
<thead>
<tr>
<th>Personnel services</th>
<th>Other payments</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>–</td>
</tr>
<tr>
<td></td>
<td>–</td>
</tr>
</tbody>
</table>

**Total payments** –

#### Receipts

<table>
<thead>
<tr>
<th>Grants and contributions received</th>
<th>Other revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>–</td>
</tr>
<tr>
<td></td>
<td>–</td>
</tr>
</tbody>
</table>

**Total receipts** –

**NET CASH FLOWS FROM OPERATING ACTIVITIES** 8 –

### CASH FLOWS FROM INVESTING ACTIVITIES

**Purchase of land and buildings, plant and equipment and infrastructure systems** –

**NET CASH FLOWS FROM INVESTING ACTIVITIES** –

**NET INCREASE/(DECREASE) IN CASH** –

**Closing cash and cash equivalents** 5 –

---

Note: All receipts and payments have been made by the Department of Planning and Environment on behalf of the Commission.

The accompanying notes form part of these financial statements.
Notes to the Financial Statements

1. Summary of Significant Accounting Policies

(a) Reporting entity

Greater Sydney Commission (The Commission) is a NSW government entity established under the Greater Sydney Commission Act 2015 on 27 January 2016. The Commission is a not-for-profit entity (as profit is not its principal objective) and it has no cash generating units.

These inaugural financial statements for the period from 27 January to 30 June 2016 have been authorised for issue by the Chief Executive Officer on 19 September 2016.

(b) Basis of Preparation

(i) The Commission’s financial statements are general purpose financial statements which have been prepared on an accrual basis and in accordance with:

- applicable Australian Accounting Standards (which include Australian Accounting Interpretations);
- the requirements of the Public Finance and Audit Act 1983, the Public Finance and Audit Regulation 2015 and the Financial Reporting Directions issued by the Treasurer under Section 9 (2) (n) of the Act, and

Significant accounting policies adopted by the Commission to be applied in the preparation of the current and future periods are listed below.

Property, plant and equipment will be measured at fair value. Other financial statement items are prepared in accordance with the historical cost convention.

Judgements, key assumptions and estimations management has made are disclosed in the relevant notes to the financial statements.

(ii) The Financial Statements are prepared on a going concern basis.

(iii) All amounts are rounded to the nearest one thousand dollars and are expressed in Australian currency.

(c) Statement of Compliance

The financial statements and notes comply with Australian Accounting Standards, which include Australian Accounting Interpretations.

(d) Insurance

The Commission’s insurance activities are conducted through the NSW Treasury Managed Fund Scheme of self-insurance for Government agencies. The expense (premium) is determined by the Fund Manager based on past claims experience.

(e) Accounting for the Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of GST, except where:

- The amount of GST incurred by the Commission as a purchaser that is not recoverable from the Australian Taxation Office is recognised as part of the cost of acquisition of an asset or as part of an item of expense.
- Receivables and payables are stated with the amount of GST included.

Cash flows are included in the Statement of cash flows on a gross basis. However, the GST components of cash flows arising from investing and financing activities which is recoverable from, or payable to, the Australian Taxation Office are classified as operating cash flows.
Notes to the Financial Statements (continued)

1. Summary of Significant Accounting Policies (continued)

   (f) Income Recognition

   Income will be measured at the fair value of the consideration or contribution received or receivable. Additional comments regarding the accounting policies for the recognition of income are discussed below.

   (i) Investment Revenue

   Interest revenue will be recognised using the effective interest method as set out in AASB 139 Financial Instruments: Recognition and Measurement.

   (ii) Grants and Contributions

   Contributions from other bodies (including grants and donations) are generally recognised as revenue when the Commission obtains control over the assets comprising the contributions. The control over contributions is normally obtained upon receipt of cash.

   (iii) Rendering of Services

   Revenue will be recognised when the service is provided or by reference to the stage of completion (based on labour hours incurred to date).

   (g) Grants and Subsidies Expenses

   Grants and subsidies expenses comprised of cash contributions to external third parties. These are expensed when the Commission transfers control of the relevant assets.

   (h) Assets

   (i) Acquisitions of Assets

   Assets acquired will be initially recognised at cost. Cost is the amount of cash or cash equivalents paid or the fair value of the other consideration given to acquire the asset at the time of its acquisition or construction or, where applicable, the amount attributed to that asset when initially recognised in accordance with the specific requirements of other Australian Accounting Standards.

   Assets acquired at no cost, or for nominal consideration, will be initially recognised at their fair value at the date of acquisition.

   Fair value is the price that would be received to sell an asset in an orderly transaction between market participants at measurement date.

   Where payment for a asset is deferred beyond normal credit terms, its cost is the cash price equivalent; i.e. deferred payment amount is effective discounted over the period of Credit.

   (ii) Capitalisation Thresholds

   Property, plant and equipment and intangible assets costing $5,000 (GST exclusive) and above individually (or forming part of a network costing more than $5,000) will be capitalised.
1. Summary of Significant Accounting Policies (continued)

(h) Assets (continued)

(iii) Revaluation of Property, Plant and Equipment

Physical non-current assets will be valued in accordance with the “Valuation of Physical Non-Current Assets at Fair Value” Policy and Guidelines Paper (TPP 14-01). This policy adopts fair value in accordance with AASB 13 Fair Value Measurement and AASB 116 Property, Plant and Equipment.

Property, plant and equipment will be measured at the highest and best use by market participants that is physically possible, legally permissible and financially feasible. The highest and best use must be available at a period that is not remote and takes into account the characteristics of the asset being measured, including any socio-political restrictions imposed by government. In most cases, after taking into account these considerations, the highest and best use is the existing use. In limited circumstances, the highest and best use may be a feasible alternative use, where there are no restrictions on use or where there is a feasible higher restricted alternative use.

Non-specialised assets with short useful lives will be measured at depreciated historical cost, as an approximation of fair value. The Commission has assessed that any difference between fair value and depreciated historical cost is unlikely to be material.

When revaluing non-current assets using the cost approach, the gross amount and the related accumulated depreciation will be separately restated.

For other assets valued using other valuation techniques, any balances of accumulated depreciation at the revaluation date in respect of those assets will be credited to the asset accounts to which they relate. The net asset accounts will be then increased or decreased by the revaluation increments or decrements.

Revaluation increments will be credited directly to the revaluation surplus, except that, to the extent that an increment reverses a revaluation decrement in respect of that class of asset previously recognised as an expense in the net result, the increment will be recognised immediately as revenue in the net result. Revaluation decrements will be recognised immediately as expenses in the net result, except that, to the extent that a credit balance exists in the revaluation surplus in respect of the same class of assets, they will be debited directly to the revaluation surplus.

As a not-for-profit entity, revaluation increments and decrements will be offset against one another within a class of non-current assets, but not otherwise. Where an asset that has previously been revalued is disposed of, any balance remaining in the revaluation surplus in respect of that asset will be transferred to accumulated funds.

(iv) Impairment of Property, Plant and Equipment

As a not-for-profit entity with no cash generating units, impairment under AASB 136 Impairment of Assets is unlikely to arise. As property, plant and equipment is carried at fair value, impairment can only arise in the rare circumstances where the costs of disposal are material. Specifically, impairment is unlikely for not-for-profit entities given that AASB 136 modifies the recoverable amount test for non-cash generating assets of not-for-profit entities to the higher of fair value less costs of disposal and depreciated replacement cost, where depreciated replacement cost is also fair value.
Notes to the Financial Statements (continued)

1. Summary of Significant Accounting Policies (continued)
   (h) Assets (continued)
      (v) Depreciation of Property, Plant and Equipment
          Depreciation will be provided for on a straight-line basis for all depreciable assets so as to write off
          the depreciable amount of each asset as it is consumed over its useful life to the Commission.

          All material separately identifiable components of assets will be depreciated over their shorter useful
          lives. The following are the depreciation rates to be applied:

          | Category           | Depreciation rate |
          |--------------------|-------------------|
          | Computer hardware  | 25%               |
          | Office equipment   | 20%               |
          | Furniture and fittings | 10%       |

      (vi) Maintenance
          Day-to-day servicing costs or maintenance will be charged as expenses as incurred, except where they
          relate to the replacement of a part or component of an asset, in which case the costs are capitalised
          and depreciated.

      (vii) Intangible Assets
          The Commission will recognise intangible assets only if it is probable that future economic benefits
          will flow to the Commission and the cost of the asset can be measured reliably. Intangible assets will
          be measured initially at cost. Where an asset is acquired at no or nominal cost, the cost is its fair value
          as at the date of acquisition.

          All research costs will be expensed. Development costs will be capitalised only when certain criteria
          are met.

          The useful lives of intangible assets are assessed to be finite.

          Intangible assets will be subsequently measured at fair value only if there is an active market. As there
          is no active market for the Commission’s intangible assets, the assets will be carried at cost less any
          accumulated amortisation.

          The Commission’s intangible assets will be amortised using the straight line method over 4 years,
          appropriate to the future economic benefit.

          Intangible assets will be tested for impairment where an indicator of impairment exists. If the
          recoverable amount is less than its carrying amount, the carrying amount is reduced to recoverable
          amount and the reduction will be recognised as an impairment loss.

      (viii) Loans and Receivables
          Loans and Receivables are non-derivative financial assets with fixed or determinable payments that are
          not quoted in an active market. These financial assets will be recognised initially at fair value, usually
          based on the transaction cost or face value. Subsequent measurement is at amortised cost using the
          effective interest rate method, less any allowance for impairment of receivables. Any changes will be
          accounted for in the Statement of comprehensive income when impaired, derecognised or through
          the amortisation process.

          Short-term receivables with no stated interest rate will be measured at original invoice amount where
          the effect of discounting is immaterial.
Notes to the Financial Statements (continued)

1. Summary of Significant Accounting Policies (continued)
   (h) Assets (continued)
      (ix) Impairment of Financial Assets
          All of the Commission's financial assets will be subject to an annual review for impairment. An allowance
          for impairment will be established when there is objective evidence that the Commission will not be able
          to collect all amounts due.

          For financial assets carried at amortised cost, the amount of the allowance will be the difference between
          the asset's carrying amount and the present value of estimated future cash flows, discounted at the
          effective interest rate. The amount of the impairment loss will be recognised in the net result for the year.

          Any reversals of impairment losses will be reversed through the net result for the year, where there is
          objective evidence. Reversals of impairment losses of financial assets carried at amortised cost cannot
          result in a carrying amount that exceeds what the carrying amount would have been had there not
          been an impairment loss.

      (x) Other Assets
          Other assets will be recognised on a historical cost basis.

   (i) Liabilities
       (i) Payables
          These amounts represent liabilities for goods and services provided to the Commission and other
          amounts, including interest. Payables will be recognised initially at fair value, usually based on the
          transaction cost or face value. Subsequent measurement will be at amortised cost using the effective
          interest method. Short-term payables with no stated interest rate will be measured at the original
          invoice amount where the effect of discounting is immaterial.

       (ii) Personnel Services and Other Provisions
            (a) Salaries and Wages, Long Service Leave and Superannuation
                The Commission does not have any employees. Human resources are provided by Department of
                Planning and Environment on a fee for service rendered basis. This fee includes all employee related
                costs including salaries, superannuation, leave entitlements, payroll tax and worker's compensation
                insurance. Accordingly, the Commission does not have liability for employee entitlements.

            (b) Consequential On-costs
                Consequential costs to employment are recognised as liabilities and expenses where the employee
                benefits to which they relate have been recognised. This includes outstanding amounts of payroll
                tax, worker's compensation insurance premiums and fringe benefits tax.

            (c) Other Provisions
                Other provisions will exist when the Commission has a present legal or constructive obligation
                as a result of a past event; it is probable that an outflow of resources will be required to settle
                the obligation; and a reliable estimate can be made of the amount of the obligation.

                Any provisions for restructuring will be recognised only when the Commission has a detailed formal
                plan and the Commission has raised a valid expectation in those affected by the restructuring that it
                will carry out the restructuring by starting to implement the plan or announcing its main features to
                those affected.

                The Commission is of the opinion that the time value of money is immaterial and hence other
                provisions are not discounted.
Notes to the Financial Statements (continued)

1. Summary of Significant Accounting Policies (continued)

(j) Fair Value Hierarchy
A number of the Commission’s accounting policies and disclosures will require the measurement of fair values, for both financial and non-financial assets and liabilities. When measuring fair value, the valuation technique used maximises the use of relevant observable inputs and minimises the use of unobservable inputs. Under AASB 13, the Commission categorises, for disclosure purposes, the valuation techniques based on the inputs used in the valuation techniques as follows:

- **Level 1** – quoted prices in active markets for identical assets/liabilities that the Commission can access at the measurement date.
- **Level 2** – inputs other than quoted prices included within Level 1 that are observable, either directly or indirectly.
- **Level 3** – inputs that are not based on observable market data (unobservable inputs).

The above policy does not apply to plant and equipment because they are measured at depreciated historical cost as a surrogate for fair value.

(k) Equity
Accumulated funds
The category ‘Accumulated Funds’ will include all current and prior retained funds.

(l) Comparative Information
Except when an Australian Accounting Standard permits or requires otherwise, comparative information will be presented in respect of the previous period for all amounts reported in the financial statements.

Comparative figures are not available in these financial statements as this is the first period of operations of the Commission.

(m) Changes in Accounting Policy, Including New or Revised Australian Accounting Standards
Issued but not yet effective Australian Accounting Standards:
NSW public sector entities are not permitted to early adopt new Australian Accounting Standards, unless Treasury determines otherwise.

The following new Australian Accounting Standards have not been applied and are not yet effective. NSW Treasury TC 16-02 mandates agencies not to early adopt any of the following accounting pronouncements:

- AASB 9 and AASB 2014-7 regarding financial instruments
- AASB 15, AASB 2014-5 and AASB 2015-8 regarding Revenue from Contracts with Customers
- AASB 16 Leases
- AASB 1057 and AASB 2015-9 Application of Australian Accounting Standards
- AASB 2014-4 regarding acceptable methods of depreciation and amortisation
- AASB 2015-1 regarding annual improvements to Australian Accounting Standards 2012-2014 cycle
- AASB 2015-2 regarding amendments to AASB 101 disclosure initiatives
- AASB 2015-6 regarding extending related party disclosures to not-for-profit public sector entities
- AASB 2015-7 regarding fair value disclosures of not-for-profit public sector entities

The Commission does not anticipate any material financial impact in its financial statements when these accounting pronouncements become effective and are applied.
Notes to the Financial Statements (continued)

2. Accounting Records
All financial transactions relating to the Commission have been maintained within the accounting records of the Department of Planning and Environment.

3. Expenses Excluding Losses

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>27 January to 30 June 2016 $'000</strong></td>
<td></td>
</tr>
<tr>
<td>(a) Personnel Services</td>
<td></td>
</tr>
<tr>
<td>Salaries and wages (including recreation leave) *</td>
<td>906</td>
</tr>
<tr>
<td>Superannuation – defined contributions plans</td>
<td>65</td>
</tr>
<tr>
<td>Long service leave</td>
<td>1</td>
</tr>
<tr>
<td>Payroll tax and fringe benefits tax</td>
<td>50</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>1,022</td>
</tr>
<tr>
<td>* Committee remuneration amounting to $549,000 is disclosed under Other operating expenses.</td>
<td></td>
</tr>
<tr>
<td>(b) Other Operating Expenses</td>
<td></td>
</tr>
<tr>
<td>Auditor’s remuneration – audit of the financial statements</td>
<td>18</td>
</tr>
<tr>
<td>Advertising/public relations</td>
<td>159</td>
</tr>
<tr>
<td>Committee remuneration &amp; expenses</td>
<td>549</td>
</tr>
<tr>
<td>Office Accommodation</td>
<td>103</td>
</tr>
<tr>
<td>Computer costs</td>
<td>96</td>
</tr>
<tr>
<td>Contractors</td>
<td>1,185</td>
</tr>
<tr>
<td>Consultants</td>
<td>115</td>
</tr>
<tr>
<td>Fees for services</td>
<td>1,335</td>
</tr>
<tr>
<td>Staff training and conferences</td>
<td>4</td>
</tr>
<tr>
<td>Minor equipment purchases</td>
<td>6</td>
</tr>
<tr>
<td>Other</td>
<td>48</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>3,618</td>
</tr>
<tr>
<td>(c) Depreciation and Amortisation Expense</td>
<td></td>
</tr>
<tr>
<td>Depreciation – plant and equipment</td>
<td>–</td>
</tr>
<tr>
<td>Amortisation – intangible assets</td>
<td>–</td>
</tr>
<tr>
<td></td>
<td>–</td>
</tr>
</tbody>
</table>
## Notes to the Financial Statements (continued)

### 4. Revenue

<table>
<thead>
<tr>
<th></th>
<th>27 January to 30 June 2016</th>
<th>$'000</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(a) Grants and Contributions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contribution from the Department of Planning and Environment</td>
<td></td>
<td>4,639</td>
</tr>
<tr>
<td></td>
<td></td>
<td>4,639</td>
</tr>
<tr>
<td>(b) Other Revenue</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1</td>
</tr>
</tbody>
</table>

### 5. Current Assets – Cash and Cash Equivalents

<table>
<thead>
<tr>
<th></th>
<th>30 June 2016</th>
<th>$'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash at bank and on hand</td>
<td>–</td>
<td></td>
</tr>
<tr>
<td>For the purposes of the Statement of cash flows, cash and cash equivalents include cash at bank and cash on hand.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalent assets recognised in Statement of financial position are reconciled at the end of the financial year to the Statement of cash flows as follows:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents (per Statement of financial position)</td>
<td>–</td>
<td></td>
</tr>
<tr>
<td>Closing cash and cash equivalents (per Statement of cash flows)</td>
<td>–</td>
<td></td>
</tr>
</tbody>
</table>

### 6. Current Assets – Receivables

<table>
<thead>
<tr>
<th></th>
<th>30 June 2016</th>
<th>$'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Debtors</td>
<td>–</td>
<td></td>
</tr>
<tr>
<td>Department of Planning &amp; Environment</td>
<td>–</td>
<td></td>
</tr>
<tr>
<td>GST receivable</td>
<td>–</td>
<td></td>
</tr>
<tr>
<td>Prepayments</td>
<td>–</td>
<td></td>
</tr>
</tbody>
</table>
Notes to the Financial Statements (continued)

7. Current Liabilities – Payables

<table>
<thead>
<tr>
<th></th>
<th>30 June 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Creditors</td>
<td>$000</td>
</tr>
<tr>
<td>Department of Planning &amp; Environment</td>
<td>$000</td>
</tr>
<tr>
<td>Revenue received in advance</td>
<td>$000</td>
</tr>
<tr>
<td>Accrued personnel services</td>
<td>$000</td>
</tr>
</tbody>
</table>

Details regarding credit risk, liquidity risk, and market risk, including financial assets that are either past due or impaired, are disclosed in Note 10.

8. Reconciliation of Cash Flows from Operating Activities to Net Result

<table>
<thead>
<tr>
<th></th>
<th>30 June 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net cash flows (used)/from operating activities</td>
<td>$000</td>
</tr>
<tr>
<td>Depreciation and amortisation</td>
<td>$000</td>
</tr>
<tr>
<td>Loss on sale of intangible assets</td>
<td>$000</td>
</tr>
<tr>
<td>Increase in receivables</td>
<td>$000</td>
</tr>
<tr>
<td>Decrease/increase in payables</td>
<td>$000</td>
</tr>
<tr>
<td>Decrease/increase in provision</td>
<td>$000</td>
</tr>
<tr>
<td><strong>Net Result</strong></td>
<td>$000</td>
</tr>
</tbody>
</table>

9. Service Groups

Greater Sydney Commission consist of one service group established to drive the implementation of A Plan for Growing Sydney and deliver coordinated growth and infrastructure planning outcomes for the Greater Sydney Region.

10. Financial Instruments

The Commission did not hold any financial instruments during and as at the end of this financial reporting period. The Commission does not enter into or trade financial instruments, including derivative financial instruments, for speculative purposes.

As the Commission has no risks arising from financial instruments, reports relating to risk assessments have not been included in these financial statements.
11. Commitments for Expenditure

Operating Lease Commitments
Future non-cancellable operating lease rentals not provided for and payable:

<table>
<thead>
<tr>
<th></th>
<th>30 June 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not later than one year</td>
<td>–</td>
</tr>
<tr>
<td>Later than one year and not later than five years</td>
<td>–</td>
</tr>
<tr>
<td><strong>Total (including GST)</strong></td>
<td>–</td>
</tr>
</tbody>
</table>

All Operating lease commitments have been made by the Department of Planning and Environment on behalf of the Commission.

12. Contingent Assets/Liabilities

The Commission is not aware of any contingent assets or liabilities to report.

13. Events After the Reporting Period

The Commission is not aware of any after balance date events which would have a material impact on these financial statements.

End of Audited Financial Statements.
Central District

“A little rain won’t stop us!”
Jessica Hoskins

South District

“Another morning in paradise - the only bonus to working overnight shifts is driving thru the National Park and arriving home before the sun gets up in Bundeena.”
Mary Scully
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South West District

“Backyard, love the outer ring suburbs!
#GreaterSydney my backyard out in Camden.”
Rach and Jacob
Open space is important to everyone’s health and happiness.
There are Many Ways to Stay Up to Date and Get Involved:

- Email us on engagement@gsc.nsw.gov.au
- Visit our website to share ideas, learn more and sign-up to updates: http://www.greater.sydney/users/sign_up
- Follow us on social media:
  - Facebook: /greatersydneycommission
  - Twitter: #greatersydney
  - LinkedIn: /greater-sydney-commission
  - Instagram: /greatersydneycommission
- Call us on 1800 617 681

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