

Corporate Plan

2023/2024



Acknowledgement of Country



Property and Development NSW (PDNSW) acknowledges that it stands and works on Aboriginal land.

We acknowledge the Traditional Custodians of the land and we show our respect for Elders past and present, through thoughtful and collaborative approaches to our work, seeking to demonstrate our ongoing commitment to providing places in which Aboriginal people are included socially, culturally and economically.

The artwork on the left was designed for PDNSW's Reconciliation Action Plan (RAP) by Sonny Green, a proud Gamilaroi man and Artist from Moree in North Western NSW.



Message from Leon Walker

CEO, Property & Development NSW

I'm delighted to share the Property and Development NSW (PDNSW) Corporate Plan for 2023-2024, which provides an overview of our vision, key priorities, and outcomes we are focused on delivering in partnership with our government clients and stakeholders this financial year.

PDNSW has come a long way in a short period of time. I'm proud to say that today, in every solution and service we provide, we're demonstrating the value of our expertise and experience in reimagining property, rejuvenating environments and revitalising communities, for the people of NSW.

Our team of property specialists brings a breadth of expertise and vast experience across private and government property sectors. Together with our agency partners and stakeholders, we're finding new and creative ways to deliver optimal property outcomes for the NSW Government and the communities we serve.



About us



Property and Development NSW (PDNSW) is the central property agency for the NSW government.

We are part of the Property, Development and Valuation Group in the Department of Planning, Housing and Infrastructure (DPHI).



Eastern Creek landfill



Parramatta Square



Parramatta North



Every day, we partner to create purpose-led property solutions that solve problems for our client agencies and unlock whole of government opportunities, to deliver positive social, economic and environmental outcomes for the people of NSW.

We deliver end-to-end diversified property services. As property specialists, we design, deliver and manage workplaces, reimagine and repurpose government assets, lead sustainability and environmental programs, and create precincts that help communities to thrive.

As the central property agency, we're uniquely positioned to open doors and navigate the complexities of government.

PDNSW's diversified property services

At Property and Development NSW we partner to deliver end-to-end diversified property services. As property specialists, we design, deliver and manage workplaces, reimagine and repurpose government assets, lead sustainability and environmental programs, and create precincts that help communities to thrive.



Precinct development	Stakeholder and community engagement	Workplaces	Leasing and property management	Building sustainability and net zero	Contaminated land management	Acquisitions, divestments and development	Strategy, analytics and policy	Planning pathways and implementation
Co-create and deliver places and spaces for people to live, work and play.	Lead and facilitate engagement with stakeholders and communities.	Design and deliver workplaces of the future, today.	Source and manage government's owned and leased commercial workplace portfolio.	Develop and implement building sustainability and Net Zero programs.	Rehabilitate former landfill sites and remediate contaminated land.	Manage complex property acquisitions, divestments and adaptive reuse.	Deliver strategic problem solving, data analytics and property policy.	Provide strategic advice, direction and delivery of planning processes and approvals.

Our vision, values and culture



Our **vision** is to be at the forefront of purpose-led property solutions for government, reimagining property, rejuvenating environments and revitalising communities, for the people of NSW.



Jannawi Dance Clan performing at Parramatta North

Our **people** are pragmatic and creative problem solvers, committed to continuous improvement in everything we do. We listen and collaborate with each other, our partners and stakeholders, to find new ways to create greater value and deliver better outcomes.



Precinct Development team members

Our **values** and culture are the foundation for everything we do –our way of thinking, working and behaving.

Our values are daring, collaborative, creative, kind and inclusive, which are underpinned by a culture of integrity, accountability, transparency and trust.



Strategic Advisory Services team members

170
employees

363 active
projects

\$782.9M
annual operating
budget (2023 financial year)

★★★★★
Green Star –
performance portfolio
rating and climate active
certification



1.3 million m²
workplaces,
equivalent to
over **225**
football fields

manage over
900 leases
430 owned
buildings

\$231 million saved in
lease deals (in 2022/2023)

PDNSW property
portfolio worth over
\$1 Billion

5.5
NABERS
Water
rating

5.3
NABERS
Energy
rating



The NSW
government is the
**largest office
tenant** in Australia

around **65** property
advisory, acquisition,
divestment and adaptive
re-use projects

3rd on Australian
Sustainable Portfolios
Index for Water (office)
and **5th** for Energy
(office)



Our operating environment



In 2023, the NSW Government continues to address significant economic, social and environmental challenges and delivery of a major policy reform agenda.

Property and Development
NSW's work spans a broad range of policy areas, strategies and priorities, which contribute directly to improving the lives of the people of NSW.



The NSW Government priorities and policy areas that our work directly contributes to include:

- A target of 30 per cent social, affordable and universal housing delivered on surplus public land
- The ambitious Net Zero Plan to reach net zero emissions by 2050
- Creating efficiencies in the public service, including the adaptive reuse of government property no longer required for service delivery or civic infrastructure
- Improving outcomes for Aboriginal people and communities
- Accelerating the World Heritage nomination for the Parramatta Female Factory
- Stopping the sale of King Street, Warrawong (Lake Illawarra Foreshore).



Our priority projects and initiatives for 2023/2024



6 Parramatta Square



Fast-track housing supply

Lead Government Property Framework policy reform to increase the adaptive reuse of surplus government property.



Lead the whole of government Property Audit for Housing to fast-track housing supply.



Implement Land iQ enhancements to enable more efficient and informed land use decisions.

Reimagine property, rejuvenate environments, revitalise communities



Chatswood 'Dive Site' set to be reimagined with housing, educational facilities and open space

Progress Chatswood Dive Site and Manly Health and Wellbeing Precinct projects to deliver housing, open space and essential community services.

Progress the Truegain, Hunters Hill and Waratah Gasworks remediation projects to create healthier, safer communities free of contamination.



Hunters Hill remediation

Reimagine property, rejuvenate environments, revitalise communities

Deliver the new community building at the Coffs Harbour Jetty Foreshore.



Coffs Harbour community building in progress. Credit: Seen Australia



Artist's impression of the Coffs Jetty Revitalisation

Progress planning proposals for Parramatta North and Coffs Harbour Jetty Foreshore.

Protect and preserve heritage assets

Parramatta North



Support Heritage NSW to nominate the Parramatta Female Factory for World Heritage listing.

Progress the Parramatta North vision, through the revitalisation of historically significant buildings.



Parramatta North



Registrar General's Building

Utilise the City of Sydney's Heritage Floor Space Scheme to revitalise heritage listed NSW Government buildings within central Sydney.

Achieve net zero emissions by 2050

Solar panels at Reserve Road, Artarmon



Launch PDNSW's climate resilience strategy.

Continue to innovate through our workplace sustainability programs and initiatives, to stretch ourselves further and exceed the NSW government's net zero targets for our workplace portfolio.



Eastern Creek Landfill

Create efficiencies in the public service

Support the NSW Government to be an employer of choice by providing quality, modern, sustainable workplaces, including the delivery of regional workplace hubs in Dubbo and Coffs Harbour.



Create efficiencies in the NSW government's workplace portfolio through lease consolidation and workplace policy reform.

Improve outcomes for Aboriginal people and communities



Smoking ceremony at Macquarie Street East

Deliver commitments in PDNSW's Reconciliation Action Plan.



Jannawi Dance clan performing at Parramatta North

Embed a client-centric service culture

Implement training and capability programs to support strategic priorities and embed a client-centric culture.



Our commitment to continuous improvement



Straw mulching at Eastern Creek Landfill



MOPOKE, Sydney, Macquarie Street East 2023



Our team of property specialists are the key to us being a client-centric agency and delivering purpose-led property solutions.



Property Council of Australia's 500 Women in Property program



As the NSW Government's property experts, we are investing in our people through technical training and professional development.

We're focusing on developing leadership, cultural awareness, technology and communications skills to support complex problem solving, while also building strong working relationships with our government agency clients, partners and the broader community.

Embedding an effective client relationship management model, will foster stronger relationships with our agency partners, helping us to deliver complex property projects collaboratively and effectively.



Capella Sydney, former Department of Education building

Our governance structure and guiding policies



Whole of Government Touchdown Space at 6 Parramatta Square



The Hon. Stephen Kamper MP

Minister for Lands and Property

Kiersten Fishburn

Secretary, Department of Planning, Housing and Infrastructure (DPHI)

Leon Walker

Deputy Secretary Property, Development and Valuation
Chief Executive Officer, Property and Development NSW

Stace Fishwick

Executive Director
Commercial Development
& Management

Peter Graham

Executive Director,
Environmental Service Group
Chief Executive Officer, Waste
Asset Management Corporation

Vy Nguyen

Executive Director
Precinct Development

Neisha D'Souza

Executive Director
Strategic Advisory Services

Francesca Leverkus

Director
Operations / Office of the Deputy
Secretary

Our diversified property services

Workplaces

Leasing and
property
management

Building
sustainability
and net zero

Contaminated land
management

Precinct
development

Strategy,
analytics
and policy

Acquisitions,
divestments and
developments

Planning
pathways and
implementation

Stakeholder
and community
engagement

Guiding legislation and policies

Property NSW Act (2006)
Premier's Memorandum 2012-20
Waste Assets Management Corporation Act 2010 No 8
Community Use Policy
Government Property Framework



Peat Island

Measurement and reporting



Smoking Ceremony at Macquarie Street East, 2022

PDNSW reports against its targets and commitments to NSW Treasury and publishes results and highlights annually in the:

- Property NSW Annual Report
- PDNSW Year in Review
- Reconciliation Action Plan reporting

Get in touch

For more information or to get in touch with our team, email us at PDNSW.Projects@dpie.nsw.gov.au

Find out more about PDNSW's services and projects at www.dpie.nsw.gov.au/pdns or scan the QR code below.



Parramatta North

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*Artist's impressions are indicative only and subject to approvals and change without notice.

