

Racho Donef

From: Leon Walker
Sent: Friday, 30 June 2023 10:10 AM
To: Amy Persson; ed.mcdougall
Cc: Mat Campbell; Vicky Sarakiniotis; Neisha D'Souza; Kiersten Fishburn; Monica Gibson
Subject: Identifying land for housing - who is doing what and when
Attachments: Housing Workstreams Summary (003).pdf

Hi Amy and Ed

We (HPD/PDNSW) kept asking who was doing what and by when in relation to identifying sites for residential development (incl. social and affordable) across the sector. We were frustrated by the lack of clarity, so we've had our own go at producing a snapshot of the moving parts in the attached.

Whilst it is informed by our engagement with other government agencies, we don't suggest it is perfect and it likely requires finessing and ongoing updates given the number of government agencies involved (hopefully simplified a little by announcements made earlier this week in relation to WPCA and GCC).

We trust this is of benefit and happy to take on board any feedback that may make it more useful to you or the Ministers.

Regards

LCW

Leon Walker

Deputy Secretary | Homes, Property and Development
Department of Planning and Environment

M 0404 884 866 **E** leon.walker@dpie.nsw.gov.au **W** dpie.nsw.gov.au

Please note, my @property email address is no longer active.

Level 15, 4 Parramatta Square
12 Darcy Street
Parramatta NSW 2150

Working days Monday to Friday

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I acknowledge the traditional custodians of the land and pay my respect to Elders past and present. I also acknowledge all the Aboriginal and Torres Strait Islander staff working with NSW Government at this time.

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NSW Government - Key Housing Workstreams

Work programs			Key deliverables & Timeline						
Lead	Item	Description	Jun 23	Jul 23	Aug 23	Sep 23	Oct 23	Nov 23	Dec 23
Greater Cities Commission	Target Design	<ul style="list-style-type: none"> Set target for housing on government land in Six Cities Region Provide advice on how 30% target can be implemented Ensure the Six Cities Region and City Plans reflect Government's policy priorities on re-balancing growth when released later in 2023 							
NSW Government Property and Development NSW	Property Audit	<ul style="list-style-type: none"> Desktop due diligence to identify surplus Government land within priority locations Preliminary due diligence on shortlisted sites to determine suitability for housing ERC submissions to approve delivery 							
	Property Framework	<ul style="list-style-type: none"> ERC submission seeking approval for policy and governance framework to remove barriers and disincentives to using surplus Government land for housing delivery 							
NSW Government Planning and Environment	Planning Pathways to accelerate delivery	<ul style="list-style-type: none"> Update Housing SEPP to enhance planning pathway, FSR and height bonuses provided to developments who deliver a minimum of 15% Affordable Housing for a minimum of 15 year Identify and accelerate supply with social and affordable housing dwellings in line with targets set under the National Housing Accord Planning System Reform 							
	Accelerated Infrastructure Fund	<ul style="list-style-type: none"> Funding fully allocated (\$515m) 240,000 dwellings realised from funding if successful across 43 councils that captures 90% of housing supply growth across NSW Focus is on smaller precincts, but still important housing supply Unlocks Council co-contribution (~\$700m) 							
	State Led Rezonings	<ul style="list-style-type: none"> Existing program of State-led rezonings to June 2024 includes Broadmeadow, St Leonards, Riverstone East Stage 3, Camellia-Rosehill, Macquarie Park Stage 1, Parramatta North, Central OSD, Eveleigh, Riverwood Estate, Orchard Hills, Marsden Park North, West Schofields 							
NSW Government Land & Housing Corporation Aboriginal Housing Office	Social Housing Accelerator Fund	<ul style="list-style-type: none"> NSW has received \$610 million via the Social Housing Accelerator Fund for delivery of social houses 							
NSW Government Premier & Cabinet NSW Government Treasury	Housing Australia Future Fund (HAFF) / Housing Accord	<ul style="list-style-type: none"> Commonwealth commitments to deliver 1 million well located new market homes (NSW share is 314,000) over 5 years from 2024. In addition, target delivery of 20,000 social homes and 30,000 affordable homes nationally. 							
NSW Government Communities and Justice NSW Government Planning and Environment	Homes NSW	<ul style="list-style-type: none"> Merge the Land and Housing Corporation, Aboriginal Housing Office, and Department of Communities and Justice Housing function to create a new agency - Homes NSW 							
we are in NSW Infrastructure New South Wales	Infrastructure and Housing Review	<ul style="list-style-type: none"> Review to: <ul style="list-style-type: none"> link Infrastructure review to housing supply; and Identify top 20 areas that will make a difference to housing supply and affordability due its scale 							

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Racho Donef

From: Leon Walker
Sent: Friday, 16 June 2023 3:38 PM
To: Amy Persson; Mat Campbell
Cc: Kiersten Fishburn
Subject: Weekly meeting - Government Land Audit
Attachments: Property Audit Update - 19 June 2023.pdf; Property Audit Project Plan DRAFT.pdf

Happy Friday Amy and Mat

See attached our status report for the Government Land Audit along with the Project Plan for this same piece of work.

The Government Property Framework reform is an important element of this program of work that is interwoven with the Audit.

We will talk to this at the Minister's update on Monday.

Regards

Leon

Leon Walker

Deputy Secretary, Homes, Property & Development
Chief Executive Officer, Property & Development NSW
Department of Planning and Environment

M 0404 884 866 **E** leon.walker@dpie.nsw.gov.au **W** www.dpie.nsw.gov.au

Executive Assistant: Diana Camilleri

M 0402 249 108 **E** diana.camilleri@dpie.nsw.gov.au

Level 16, 4 Parramatta Square
12 Darcy Street
Parramatta NSW 2150

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I have a new Executive Assistant. Please contact Diana Camilleri for assistance at either 0402 249 108 or diana.camilleri@dpie.nsw.gov.au.

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Property and Development NSW

NSW Government Land Audit

Project Update

19 June 2023

Record #2A



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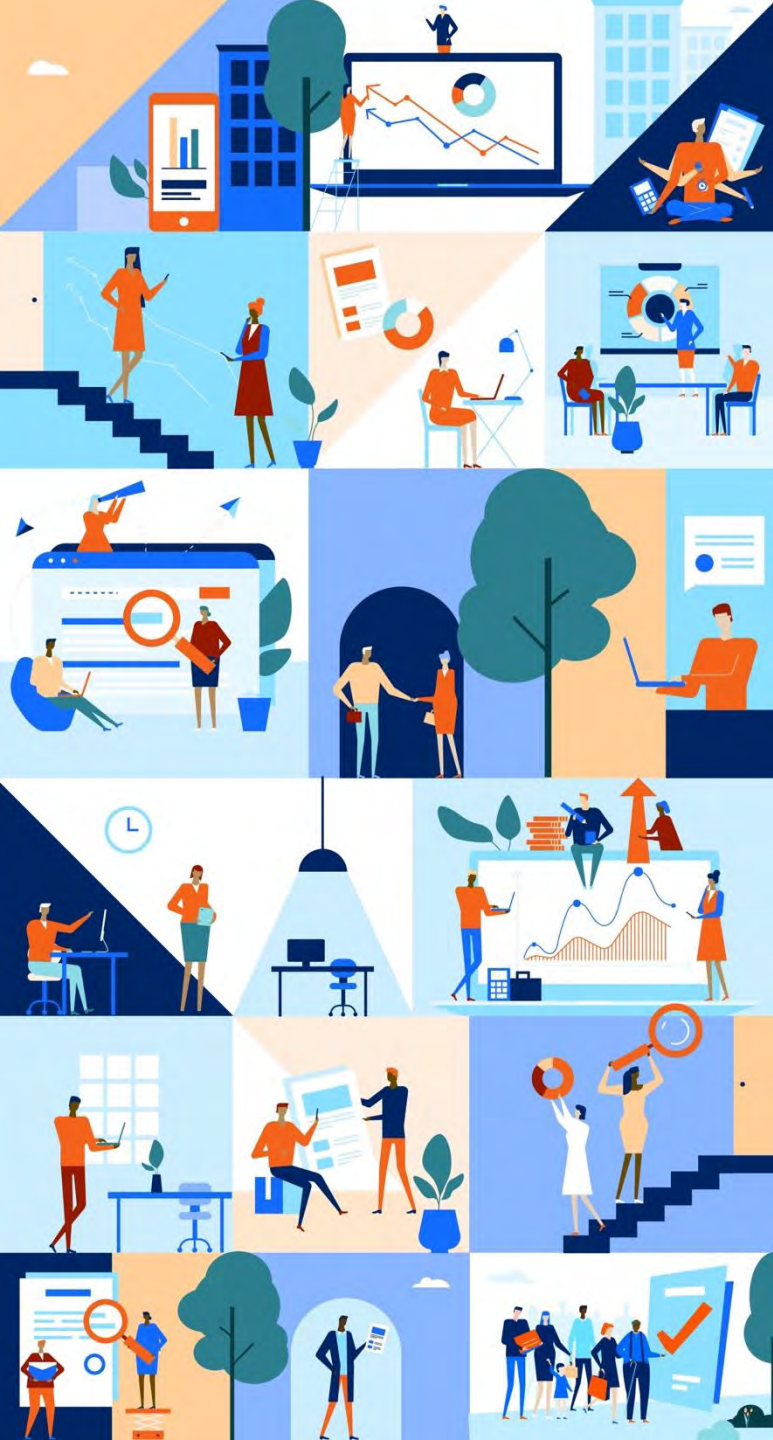
Land Audit Project Update - as at 19 June 2023

Record #2A



WORKSTREAM	DESCRIPTION	ACTIONS COMPLETED	UPCOMING KEY MILESTONES & NEXT STEPS	STATUS
1. GOVERNANCE				
Land Audit Working Group (LAWG)	Project governance for oversight of workstreams and reporting	<ul style="list-style-type: none"> Draft terms of reference finalised, including DPC's comments with membership to include PDNSW, DPC, Treasury, DPE, GCC, Landcom, LAHC LAWG member agencies invited to attend first meeting 22/6/23 	<ul style="list-style-type: none"> 22 June: Hold first LAWG meeting. Key Agenda items include confirmation of priority locations for Tranche 1 and assessment criteria Convene fortnightly meetings thereafter with subsequent meeting to agree on template for desktop due diligence and agree long list of sites for initial tranche for review 	✓
Government Property Framework	A new Government Property Framework (GPF) to remove barriers and disincentives to transferring land between Government agencies and using land for housing related objectives.	<ul style="list-style-type: none"> Draft ERC submission recommendations prepared Advice prepared for DPE Secretary and Minister for Housing and Homelessness' office regarding impact of current policies for LAHC and Landcom 	<ul style="list-style-type: none"> w/c 19 June: Meet with Treasury executives to discuss and finalise draft ERC Submission, and lock in time on forward agenda (dates remain unknown) By 30 June: Ministers Kamper, Jackson and Scully to meet to discuss options. Agenda being developed 16 June by OSEC. 	⚠
ERC SUBMISSION	ERC Submissions seeking WofG and funding approvals for sites to proceed to delivery	<ul style="list-style-type: none"> Not applicable 	<ul style="list-style-type: none"> Target first tranche of sites to ERC by November 2023 	✓
2. DESKTOP DUE DILIGENCE (LAND IQ)				
Assessment Criteria - Long List & Short List	Develop set of criteria to filter and assess sites in order to develop both long and short lists for further review	<ul style="list-style-type: none"> Draft criteria developed as part of materials to be included in first working group agenda 	<ul style="list-style-type: none"> w/c 19 June: Finalise criteria and distribute as part of materials for first LAWG meeting 	✓
Desktop Due Diligence Report - Template(s)	Develop templates for preparation of preliminary due diligence reports for each site and summary report	<ul style="list-style-type: none"> Initial reports prepared for Macquarie Hospital, Stockton and Tomaree sites 	<ul style="list-style-type: none"> w/c 26 June: Finalise template to align with agreed assessment criteria 	✓
Audit - Tranches	Desktop due diligence on long list sites	<ul style="list-style-type: none"> Engagement with GCC to understand priority locations for review Identified 3,231 potential sites within Tier 1 and Tier 2 precincts 	<ul style="list-style-type: none"> w/c 3 July: Estimated start date for Tranche 1 	✓
3. PRELIMINARY DUE DILIGENCE				
Methodology - Social and Affordable Housing	Confirm approach to quantifying broader economic and social benefits when assessing sites, using inputs from housing teams in DPE and DCJ to support ERC submissions.	<ul style="list-style-type: none"> Initial meeting held with LAHC - PDNSW subsequently provided with quantitative financial figures used by LAHC in assessing non-financial benefits of social housing 	<ul style="list-style-type: none"> w/c 10 July: Finalise methodology with LAHC and working group to assess social and economic benefits 	✓
Preliminary Due Diligence Report - Template	Develop template for team members to prepare detailed due diligence reports for each site and summary report	<ul style="list-style-type: none"> Initial meetings held with LAHC and Landcom to understand their existing due diligence processes 	<ul style="list-style-type: none"> By COB 23 June: Finalise approach to undertaking detailed due diligence, including development of end-to-end approach that integrates LAHC and Landcom with the work PDNSW will undertake 	✓
Audit - Tranches	Preliminary due diligence on short list sites to identify those for inclusion in ERC submissions for approval.	<ul style="list-style-type: none"> Not applicable 	<ul style="list-style-type: none"> w/c 14 August: Estimated start date for Tranche 1 	✓
4. ADMIN				
Funding	Secure funding for undertaking the property audit	<ul style="list-style-type: none"> NPP submitted under 'election commitment' category for costs associated with Land iQ, resourcing and consultant costs. Treasury advice Land iQ funding will be submitted as an extreme risk proposal to be considered by ERC prior to 30 June 2023. 	<ul style="list-style-type: none"> By 30 June: Outcome of ERC decision on NPP submitted under 'election commitment' category for costs associated with Land iQ, resourcing and consultant costs. 	✓
Agency engagement	Engagement with agencies across whole of government as part of the audit to ensure efficient delivery.	<ul style="list-style-type: none"> Following the Premier's letter, PDNSW have followed up and secured nominations for 66% of agencies (47 entities) 	<ul style="list-style-type: none"> Confirm contacts for outstanding agencies and issue advice outlining terms of reference, scope and timing for the audit Correspondence will also request agencies to nominate sites in advance of the more thorough audit on a location basis 	⚠

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Property and Development NSW

Audit of government land with potential for housing uplift

DRAFT

Project Plan

June 2023

Record #2B



Department of Planning and Environment - Records released under GIPAA - DPE - 24 - 2979

Context

On May 30, the Premier requested all departments prepare for a stocktake of the land they hold that could potentially be used to address the NSW housing supply shortage. Agencies are asked not to exclude parcels of land from this preliminary assessment.

Property & Development NSW (PDNSW) with assistance of the Department of Premier & Cabinet (DPC), has been tasked with establishing a centralised process to assess lands suitable for housing, including a review of policy and governance frameworks related to assets.

This centralised process will ensure that there is no duplication of work across Government and avoid unnecessary burden on departments. It will also ensure a comprehensive review and allow for a broad NSW-wide examination of opportunities such as, by portfolio, agency, local government area, suburb and precinct.

The audit of government land with potential for housing uplift will also assist the NSW Government to meet its interjurisdictional housing commitments.



1

Scope



Scope



In Scope

All land-owning NSW General Government Sector agencies, Public Non-Financial Corporations and State Owned Corporations.

All land and property owned by NSW Government agencies and entities (including State Owned Corporations) excluding those listed in 'Out of Scope'. **Note** that filtering criteria will be developed to ensure operational assets (e.g. Sydney Opera House, Hospitals etc) will be excluded from further assessment.

All land and property with an active transaction that has not proceeded to contract negotiation stage.

Metro and Regional - priority regions to be based on analysis from DPE and DCJ

VS.

Out of Scope

Agencies that own properties that are not suitable for housing e.g. Sydney Opera House Trust

Real property held by the Office of Environment and Heritage under the National Parks and Wildlife Act 1974 (NSW).

Land and property with an active transaction where:

- sale contracts have already been exchanged and completion is pending;
- a sale process has been run and negotiations to complete the sale are in progress with a preferred proponent; and
- Government approved transfers of land between government agencies to deliver an election commitment.

Nil

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33 agencies have been excluded from the property audit

Agency	Reason for being excluded	Agency	Reason for being excluded
Board of Surveying and Spatial Information of NSW	Does not hold property	NSW Crime Commission	Does not hold property
Building Insurers Guarantee Corporation	Does not hold property	NSW Education Standards Authority	Does not hold property
Dams Safety NSW	Does not hold property	NSW Rural Assistance Authority	Does not hold property
Destination NSW	Does not hold property	NSW Self Insurance Corporation	Does not hold property
NSW Environmental Protection Agency	Does not hold property	NSW Skills Board	Does not hold property
Environmental Trust	Does not hold property	Office of Local Government	Does not hold property
Greater Cities Commission	Does not hold property	Office of the Director of Public Prosecutions	Does not hold property
Health Care Complaints Commission	Does not hold property	Office of the Independent Planning Commission	Does not hold property
Independent Commission Against Corruption	Does not hold property	Office of Transport Safety Investigations	Does not hold property
Independent Pricing and Regulatory Tribunal	Does not hold property	Ombudsman's Office	Does not hold property
Judicial Commission	Does not hold property	Parliament of NSW	Properties are not suitable for housing
Legal Aid NSW	Does not hold property	Rental Bond Board	Does not hold property
Long Service Corporation	Does not hold property	SafeWork NSW	Properties are not suitable for housing
Lord Howe Island Board	Outside mainland NSW	Sydney Opera House Trust	Properties are not suitable for housing
Museum of Applied Arts and Sciences	Properties are not suitable for housing	The Audit Office of NSW	Does not hold property
NSW Electoral Commission	Does not hold property	The Children's Guardian	Does not hold property
NSW Institute of Sport	Does not hold property		

2

Key roles and responsibilities

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Key roles and responsibilities



Property and Development NSW (PDNSW)

To co-lead delivery of program from origination through to execution, including the formation of a Working Group, development of assessment criteria for land, undertaking desktop and detailed due diligence of sites, facilitating inter-agency collaboration and developing any Cabinet/ERC submissions.



Department of Premier and Cabinet (DPC)

To co-lead the Property Audit by ensuring the timely provision of required information from Land Owning Agencies, advising on the assessment criteria to filter and assess sites, and supporting PDNSW with drafting and consultation for submissions and papers to Cabinet, the Premier's Office and any relevant senior level committees.



NSW Treasury

Assist in establishing the criteria to filter and assess sites, provide guidance on key financial and economic assumptions where required, advise funding options and pathways to inform the development of delivery/implementation plans and recommendations, and resolve property audit funding requirements where required.



Department of Planning and Environment (DPE) - Housing Supply and Infrastructure (HSI)

Together with the GCC, assist in the identification and prioritisation of High Growth Areas/Precincts and provide guidance on planning pathways/options to implement shortlisted housing opportunities.



Greater Cities Commission

Together with DPE, assist in the identification and prioritisation of High Growth Areas/Precincts across the Six Cities, provide vital information on urban planning policies and advice in relation to existing site development pipelines. GCC's role further entails assistance in identifying any potential barriers that may prevent the delivery of housing on government sites, and in developing viable options and strategies to mitigate these challenges.



Housing Entities – e.g. LAHC, Landcom

Support PDNSW in the developing the criteria for assessment and provide data/assumptions on housing typologies. Ensure appropriate due diligence undertaken prior to ERC consideration of sites. Review outputs at each milestone and provide feedback to the Working Group. Assist in developing delivery plans for recommended sites.



NSW Government Land Owning Agencies/Entities

To provide PDNSW and supporting teams with requested information pertaining to land and property holdings including asset plans relating to current and future use.

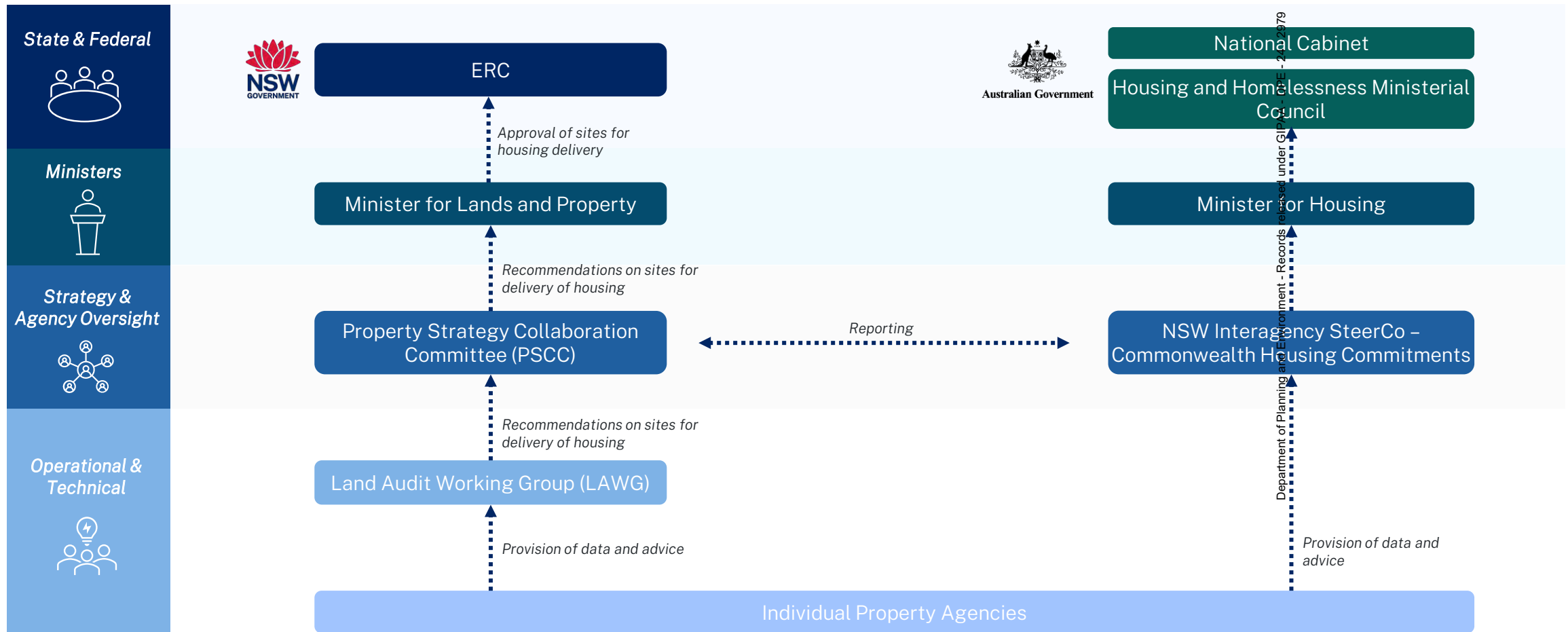
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3

Project Governance



The audit governance will be integrated with other housing related groups to ensure alignment













4

Project program and workstreams



Workstreams

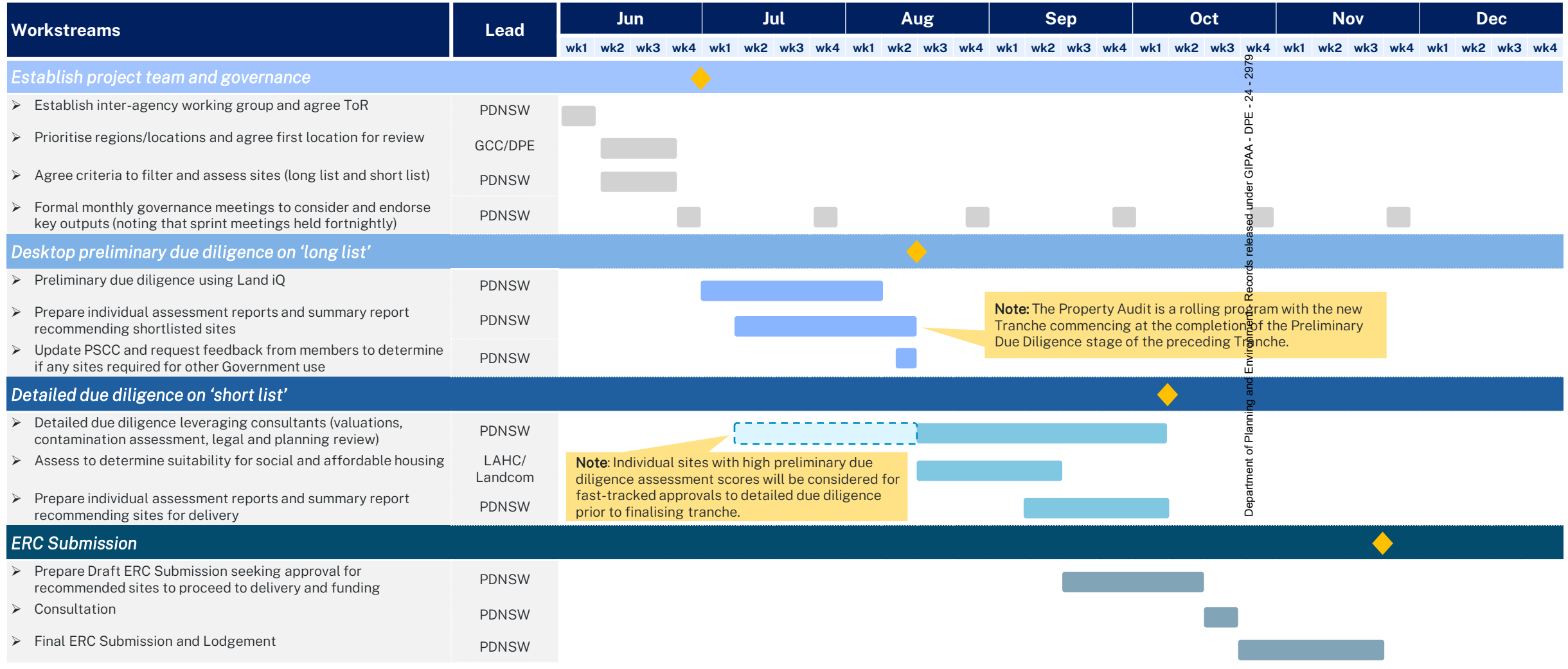
(NSW Government Land Audit & Property Framework)

Workstream	Project Governance	Preliminary Due Diligence	Detailed Due Diligence	Approvals	Delivery	Property Framework
 Description	Project governance for oversight of workstreams and reporting	Desktop due diligence on long list of sites	Detailed due diligence on short list of sites	WofG and funding approvals for sites to proceed to delivery	Implementation of ERC approved recommendations for delivery of housing	A new Government Property Framework (GPF) to replace the Strategic Land and Property Framework
 Lead	PDNSW	PDNSW	PDNSW	PDNSW	LAHC, Landcom	PDNSW
 Support	Working Group	Working Group	Working Group	DPC, Treasury	PDNSW	DPC, Treasury
 Approach	<ul style="list-style-type: none"> New working group reporting to the PSCC PDNSW to chair working group PDNSW to manage reporting of progress (to PSCC, other forums/committees) 	<ul style="list-style-type: none"> Utilise Land iQ to assess risks/constraints and potential housing opportunities Use endorsed criteria to score sites 	<ul style="list-style-type: none"> Independent consultant engagements (market valuations, contamination assessment, legal and planning review) 	<ul style="list-style-type: none"> Tranche of sites with recommended use and delivery pathway submitted to PSCC (via GPX) and then ERC for approval 	<ul style="list-style-type: none"> LAHC and Landcom to be primary delivery entities for social, affordable and universal housing PDNSW to be primary delivery entity for mixed-use sites or where LAHC and Landcom do not have capacity 	<ul style="list-style-type: none"> ERC (and potentially Cabinet) submission
 Key Deliverables / Outputs	<ul style="list-style-type: none"> Prioritise locations for review (DPE and DCJ led) Endorse criteria to filter and assess sites (PDNSW led) Endorse terms of reference for audit and working group (PDNSW led) 	<ul style="list-style-type: none"> Standardised preliminary due diligence reports for each site Overarching summary ranking sites based on scoring and recommended sites for short list Working Group to endorse sites for short listing 	<ul style="list-style-type: none"> Standardised detailed due diligence report for each site including recommendations and valuation estimates (both HBU, and incorporating the 30% target) Working Group to endorse sites to proceed to approvals 	<ul style="list-style-type: none"> For each site, ERC to approve delivery entity, land transfer or disposal approach, required capital works, and funding implications 	<ul style="list-style-type: none"> Site dependent but will involve undertaking site works, preparation and lodgement of planning proposals / development applications and ultimately delivery of housing 	<ul style="list-style-type: none"> Approved policy document Published documentation on Government websites Guidance material prepared for agencies
 Cost*	<ul style="list-style-type: none"> Existing resources 	<ul style="list-style-type: none"> Land iQ: \$1.5m p.a. PDNSW Resourcing: \$1m p.a. 	<ul style="list-style-type: none"> PDNSW Resourcing: \$0.9m p.a. Consultants: \$6.1m p.a. 	<ul style="list-style-type: none"> Existing resources 	<ul style="list-style-type: none"> Site dependent (TBC) 	<ul style="list-style-type: none"> Nil
 Funding Status	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> Land iQ funded until January 2023 Remaining is unfunded NPP submitted under both election commitment and extreme risk categories 	<ul style="list-style-type: none"> Unfunded NPP submitted under both election commitment and extreme risk categories 	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> Unfunded LAHC and PDNSW will require funding to be approved via ERC submissions Landcom to fund delivery via balance sheet / debt facilities 	<ul style="list-style-type: none"> N/A
 Timing	<ul style="list-style-type: none"> Fortnightly working group meetings Endorse priority locations and criteria by early July 2023 	<ul style="list-style-type: none"> 6 weeks for 100 sites (3 sites per day) 	<ul style="list-style-type: none"> 6-8 weeks for 20-30 sites (up to 1 site per day) 	<ul style="list-style-type: none"> Quarterly ERC submissions 	<ul style="list-style-type: none"> Site dependent (c. 12 – 48 months) 	<ul style="list-style-type: none"> ERC meeting July 2023
 Dependencies	<ul style="list-style-type: none"> Finalising terms of reference for audit and working group Housing demand data 	<ul style="list-style-type: none"> Working Group endorsement of assessment/scoring criteria 	<ul style="list-style-type: none"> Agreed short-list 	<ul style="list-style-type: none"> Land-owning agency review and input prior to commencing approvals 	<ul style="list-style-type: none"> Funding for delivery 	<ul style="list-style-type: none"> Securing ERC meeting date
 Unresolved Matters	<ul style="list-style-type: none"> Confirmation of working group representatives 	<ul style="list-style-type: none"> Scope of preliminary due diligence report, particularly what housing/market related data to incorporate Endorse 'good' sites for detailed due diligence prior to finalising tranche? 	<ul style="list-style-type: none"> Confirmation of due diligence requirements by delivery entities (Landcom/LAHC) and their level of involvement in undertaking the work vs. PDNSW 	<ul style="list-style-type: none"> Resolve requirement to include estimation of broader economic and social benefits associated with social, affordable and universal housing 	<ul style="list-style-type: none"> Confirmation of scenarios where different delivery entities will be responsible 	<ul style="list-style-type: none"> Consultation with agencies and Ministers on scope of proposed changes

* Excluding corporate overheads and contingencies.

High level rolling program for the audit

(Representative for each Tranche)



Note: The Property Audit is a rolling program with the new Tranche commencing at the completion of the Preliminary Due Diligence stage of the preceding Tranche.

Note: Individual sites with high preliminary due diligence assessment scores will be considered for fast-tracked approvals to detailed due diligence prior to finalising tranche.

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5

Project reporting



Dashboard Report – Illustrative only

Record #2B



Audience – Land Audit Working Group (LAWG), Property Strategy Collaboration Committee (PSCC), Minister for Lands and Property, ERC; NSW Interagency SteerCo – Commonwealth Housing Commitments, Minister for Housing.

Frequency – Monthly for all listed stakeholders except ERC which will be quarterly.

Status Update

Current Audit Program*

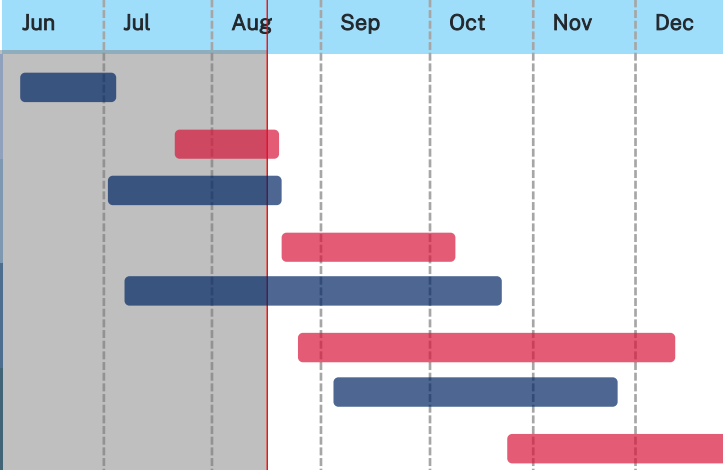
Workstreams

Establish project team and governance

Desktop preliminary due diligence on 'long list'

Detailed due diligence on 'short list'

ERC Submission



Tranche 1

Status ●

Comments

XX

Tranche 2

Status ●

Comments

XX

Key Statistics

Current Tranche Stats

Tranche 1

Shortlisted for detailed due diligence



sites reviewed
to be reviewed

XX

Tranche 2

Shortlisted for detailed due diligence



sites reviewed
to be reviewed

XX

Program Stats

Sites Reviewed

Shortlisted for detailed due diligence

Yields

sites approved for delivery =

Dwellings projected to be delivered in...

	Year1	Year2	Year3	Year4 & beyond
#	#	#	#	#

* Assumed maximum of 2 tranches will be undertaken concurrently.

Detailed Project Report – Illustrative only



Audience – Land Audit Working Group (LAWG). Will be included as an attachment to dashboard report prepared for the Property Strategy Collaboration Committee (PSCC) and Minister for Lands and Property.

Frequency – Monthly

Project: NSW Government Land Audit				Status Report Date:		5/06/2023		
Notes/Comments	PROJECT INFORMATION		PROJECT DATES		PROJECT FINANCIALS		STATUS INDICATORS	
	Project Manager:		START	FINISH	Project Budget:N/A			
	Project Sponsor:		Baseline:		Budget Forecast:N/A			
			Forecast:					
Legend								
Critical - need for immediate action							●	
Warning - need for close attention							●	
On track							●	
Project:	PROJECT DESCRIPTION		SCOPE		CURRENT STATUS		PROJECT STATUS	
							Schedule	
							Scope	
							Budget	
							Resources	
Project Key Tasks & Milestones	DESCRIPTION		BASELINE	FORECAST	% Complete	COMMENTARY ON PROGRESS		
TOP 3 Risks & Issues	TOP 3 RISKS		RATING	MITIGATION / ACTION				OWNER
			Low					
			Low					
			Low					
	TOP 3 ISSUES		RATING	MITIGATION / ACTION				OWNER
		Low						

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6

Risks and mitigations



Key risks and mitigation strategies

Risk Rating	Description of Risk	Mitigation Strategies
High	<p>Funding pressures in relation to incurred costs (such as detailed DD), either;</p> <ul style="list-style-type: none"> Running out of funds if funds are provided upfront, OR; Failure to source funds within the required timeframes (if funds supplied via request process) 	<ul style="list-style-type: none"> Leverage periodic ERC submissions to seek top-up funding where required. Leverage funding and resourcing within other entities, such as Landcom, to support preliminary and detailed due diligence activities.
Medium	<p>There is a large volume of sites that meet the required shortlisting thresholds which far exceed the estimated number of sites that can be analysed (DD/detailed DD) for a given precinct</p>	<ul style="list-style-type: none"> Leveraging the WofG Working Group to define a clear set of alternate/additional criteria to further filter a large number of sites to a smaller shortlist, or provide a priority for sites to be analysed later on in the process Cap the number of sites for a given precinct/location (e.g. 100) per tranche
Medium	<p>The given project scope/requirements may change over time (scope creep) leading to the design of new processes and ultimately delaying works</p>	<ul style="list-style-type: none"> Any changes to the overall project process should be undertaken/implemented at the start of a project tranche.
Medium	<p>The project relies on a large number of teams running concurrent and interrelated workstreams may not maintain appropriate communication in order to process strategically aligned outputs</p>	<ul style="list-style-type: none"> WofG Working Group design clear and concise communication and reporting channels alongside reporting documentation on that is immediately and easily accessible across the entire breadth of the project team
Low	<p>Required data may not be available/cover a specific project area and may lead to slower analysis timing (either through lack of data, or sourcing alternate data sets and processes)</p>	<ul style="list-style-type: none"> Nominated data SMEs/agency contacts gather data and design processes for upcoming precincts before commencement giving leeway to solve issues in data availability and analysis processes
Low	<p>Time to engage and deliver consultant-led work is tight and may exceed given timeframes (consultant may not be available / have capacity) or consultant may deliver works that do not address the scope/concerns.</p>	<ul style="list-style-type: none"> Clear, concise templates of instructions should be pre-written (with example outputs if possible) to provide clear instruction to consultants and avoid differing styles of reports from a varying number of consultants across the breadth of the engagements (i.e. improve consistency across the project)
Low	<p>A large quantity of sensitive Government data will need to be provided to external parties to complete the required works</p>	<ul style="list-style-type: none"> PDNSW will be engaging a panel of prequalified consultants where contracts should have existing NDAs included
Low	<p>Shortlisted sites may be suitable for delivering other Government objectives (e.g. Hospitals, Schools, Police facilities, depots, cemeteries, investment attraction, etc)</p>	<ul style="list-style-type: none"> PDNSW to leverage existing property governance committees to resolve any potential land use conflicts and ensure the proposed land use best meets current and future Government objectives

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Racho Donef

From: Louise Higgins
Sent: Friday, 16 June 2023 9:35 AM
To: Leon Walker; spcexecutiveofficer@fac.s.nsw.gov.au
Subject: RE: [Sensitive] Meeting Agenda: Minister Jackson/ departmental weekly meeting - 19 June 2023
Attachments: Agenda - Weekly Minster Jackson meeting - 19 June 2023.DOCX

Thanks Leon for forwarding on agenda.

Joi: Please note that Ms Kiersten Fishburn, A/Secretary, Department of Planning and Environment will join every 2nd meeting with Minister Jackson from Monday, 19 June. I have updated agenda to include her as an attendee and also update the timing on the agenda to reflect 4.30pm.

IF you could please include myself in the distribution of meeting papers moving forward it would be appreciated.

Thanks.

Louise Higgins

Senior Executive Coordinator to Kiersten Fishburn, A/Secretary, NSW Department of Planning and Environment

Department of Planning and Environment

T 02 8217 2021 | E louise.higgins@dpie.nsw.gov.au

4 Parramatta Square, 12 Darcy St, Parramatta, NSW 2150.

www.dpie.nsw.gov.au



The Department of Planning, Industry and Environment acknowledges that it stands on Country which always was and always will be Aboriginal land. We acknowledge the Traditional Custodians of the land and waters, and we show our respect for elders past, present and emerging. We are committed to providing places in which Aboriginal people are included socially, culturally and economically through thoughtful and collaborative approaches to our work.

From: Leon Walker <Leon.Walker@dpi.nsw.gov.au>
Sent: Thursday, 15 June 2023 5:13 PM
To: Louise Higgins <Louise.Higgins@dpi.nsw.gov.au>
Subject: FW: [Sensitive] Meeting Agenda: Minister Jackson/ departmental weekly meeting - 19 June 2023

FYI

Leon Walker

Deputy Secretary, Homes, Property & Development
Chief Executive Officer, Property & Development NSW
Department of Planning and Environment

M 0404 884 866 **E** leon.walker@dpi.nsw.gov.au **W** www.dpi.nsw.gov.au

Executive Assistant: Diana Camilleri

M 0402 249 108 **E** diana.camilleri@dpi.nsw.gov.au

Level 16, 4 Parramatta Square
12 Darcy Street
Parramatta NSW 2150

Working days Monday to Friday



I have a new Executive Assistant. Please contact Diana Camilleri for assistance at either 0402 249 108 or diana.camilleri@dpi.nsw.gov.au.

I acknowledge the traditional custodians of the land and pay respects to Elders past and present. I also acknowledge all the Aboriginal and Torres Strait Islander staff working with NSW Government at this time.

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Please consider the environment before printing this email.



From: SPC Executive Officer <SPCExecutiveOfficer@facs.nsw.gov.au>

Sent: Thursday, 15 June 2023 3:12 PM

To: Simon Newport <Simon.Newport@facs.nsw.gov.au>; Famey Williams <famey.williams@aho.nsw.gov.au>; Leon Walker <Leon.Walker@dpie.nsw.gov.au>; Anne Campbell <Anne.Campbell@facs.nsw.gov.au>; Briony Foster <Briony.Foster@facs.nsw.gov.au>

Cc: Zoe Dendle <Zoe.Dendle@facs.nsw.gov.au>; Tara Neufeld <Tara.Neufeld@facs.nsw.gov.au>; Francesca Leverkus <francesca.leverkus@dpie.nsw.gov.au>; James Toomey <James.Toomey@facs.nsw.gov.au>; SPC Executive Officer <SPCExecutiveOfficer@facs.nsw.gov.au>

Subject: [Sensitive] Meeting Agenda: Minister Jackson/ departmental weekly meeting - 19 June 2023

Dear All,

Please find attached meeting agenda for Monday's meeting.

Please also note, due to an announcement on Affordable Housing in western Sydney at 10am on Monday that Minister Jackson is required to attend, **the meeting has been rescheduled to 4:30pm on Monday.** You should have received an updated calendar invite, if not, please let me know.

Any queries, please don't hesitate to contact myself via SPCExecutiveOfficer@facs.nsw.gov.au

Kind regards,

Joi Sweeney

Office of the Deputy Secretary
Strategy, Policy & Commissioning
Department of Communities & Justice

E Joi.Sweeney@facs.nsw.gov.au

Available: Wednesday, Thursday & Fridays only

The content of this email has been identified as sensitive. This information should only be shared with parties who have a genuine need to know.

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Agenda

Ministerial meeting



Record #3A

The Hon. Rose Jackson MLC

Minister for Water, Minister for Housing, Minister for Homelessness, Minister for Mental Health, Minister for Youth, and Minister for the North Coast

Meeting Weekly departmental briefing

Date	Monday, 19 June 2023
Time	4.30pm – 5.30pm
Venue	52 Martin Place, Jackson Boardroom
Attendees	Departmental Michael Tidball, Secretary, DCJ Kiersten Fishburn, A/Secretary, DPE Famey Williams, Chief Executive, Aboriginal Housing Office Simon Newport, Chief Executive, Land and Housing Corporation Anne Campbell, Deputy Secretary, Strategy, Policy and Commissioning, DCJ Briony Foster, A/Deputy Secretary, Housing, Disability and District Services, DCJ Leon Walker, Deputy Secretary, Homes, Property and Development Zoe Dendle, A/Executive Director, Housing, Homelessness and Disability DCJ Chelsea Collignon, A/Executive Director, Office of the Secretary, DCJ Roland Stanmore, Director NSW Treasury
Apologies	James Toomey, Deputy Secretary, Housing, Disability and District Services, DCJ

Agenda

Item	Lead
1 SHS Recommissioning	Anne Campbell / Zoe Dendle
2 NSW Homelessness and Social Housing Strategies	Anne Campbell / Zoe Dendle
3 Winter preparations to support homeless people	Briony Foster
4 National Housing and Homelessness Reform update <ul style="list-style-type: none">• New funding arrangements• National Housing and Homelessness• Data sharing and improvements• Integrated Service delivery• Renters' rights• HAFF preparation• New Supply inc. Housing Accord	Anne Campbell / Zoe Dendle Anne Campbell / Zoe Dendle Anne Campbell / Zoe Dendle Anne Campbell / Zoe Dendle Anne Campbell / Zoe Dendle Anne Campbell / Zoe Dendle Roland Stanmore Simon Newport
5 Homes NSW implementation update	Michael Tidball
6 Update on land audit (what work has been done in the last month and what work is to be done in the next month)	Leon Walker
7 TA Reform (update on lifting day limit and implementation of rental seeker diary suspension)	Briony Foster