



Artist's impression of proposed North Penrith Station Plaza (Thornton). Indicative only, subject to change.

Sustainability Report 2015



Urban
Growth
NSW



Contents



Indicative artist impression of mixed used precinct at Oran Park Town . Subject to change.

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OBJECTIVES FOR THE WHOLE PRECINCT



“In our goal to deliver resilient communities and places, a significant objective will be to gain support and endorsement of our new indicators over the course of 2016.”

Chief Executive review



Over the past year, UrbanGrowth NSW has continued to work towards the delivery of world class urban transformation outcomes and increased housing supply. We have maintained our focus on sites that maximise the value of government land for the public good and that deliver housing and jobs growth.

Sustainability continues to be at the core of how we do business and how we deliver great places for our communities and for generations to come.

We are particularly proud of the progress we have made on our urban transformation programs, with extensive public participation programs and engagement with stakeholders including state and local government, local residents and the broader public, professionals and businesses, and industry experts.

This year we met a key milestone: the completion of the 10,000 home sites program. Many of our retail projects contributed to this NSW Government target, while within our wholesale projects we ensured the delivery of significant lead-in infrastructure to enable new housing and jobs.

In the past financial year, we delivered a range of environmental, economic and social sustainability initiatives in projects such as Caddens, Oran Park Town, The Ponds and Thornton, and in our partnerships that deliver the Ageing, Disability and Home Care (ADHC) group homes. We are also very proud of our best ever energy and greenhouse gas emissions results, achieving an average BASIX* score of 69.

While we met the majority of our sustainability performance indicators, there were some we did not achieve. We've taken a transparent approach in this report, articulating these results and detailing the actions we'll be implementing to improve our performance.

We also acknowledge the Sydney-wide challenge of delivering affordable housing. We are working with other state agencies to develop ways to address affordable housing supply challenges and create a diverse range of housing solutions.

Over the coming year we will continue to progress our urban transformation programs including The Bays Precinct, Parramatta North, Central to Eveleigh and Newcastle. Additionally, the NSW Government has also set us a new challenge: to deliver 20,000 new home sites over the next four years.

In our goal to deliver resilient communities and places, a significant objective will be to implement new sustainability indicators, which will create a foundation for world class urban transformation and help build a sustainable legacy for future generations.

David Pitchford CBE LVO
Chief Executive, UrbanGrowth NSW

*BASIX is the NSW Government building sustainability index.

Summary of 2015 results

UrbanGrowth NSW continues to achieve high levels of sustainability performance.

The most noteworthy of our achievements relates to the energy efficiency of our built form, where we achieved a result of BASIX 69, against a NSW compliance target of BASIX 40 and our own target of BASIX 55. Central to this outcome is the performance of our ADHC houses which achieved BASIX 93, which is referenced as a leadership case study in this report.

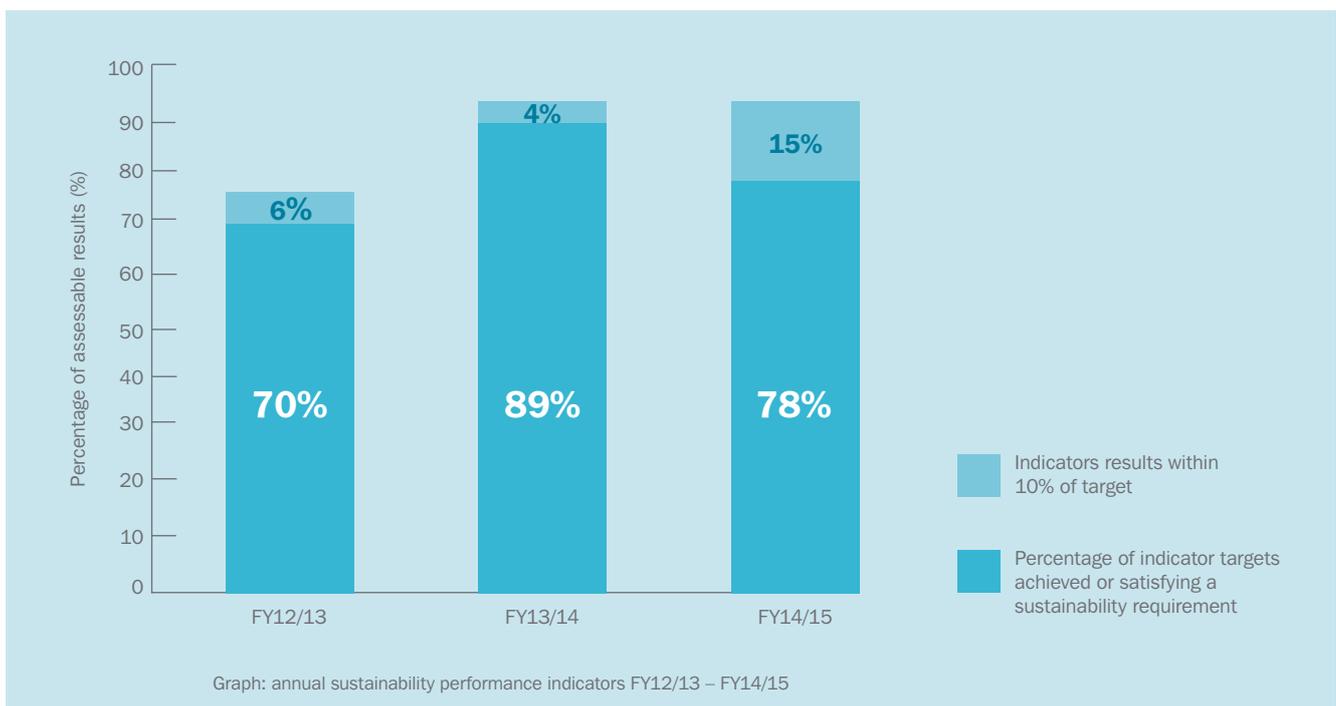
We exceeded our water efficiency of built form with a score of BASIX 42 against the compliance target of BASIX 40.

Similarly, we exceeded our target of nitrogen reduction by achieving a 47% reduction against a target of 45%. The standout project was Oran Park Town, which achieved a 63% reduction in nitrogen pollutants.

Stakeholder participation is also key to our work. To be successful we need to include the people and groups that have a stake in the evolution of our cities. This year we have delivered many highly successful activities to enable participation.

Our strong performances include:

- 25,000 people participating at The Bays Precinct Discovery Day
- 1,300 contributing ideas from The Bays Precinct, Sydneysiders Summit
- 91% of participants rating the Sydneysiders Summit as good or very good
- over 200 submissions for The Bays Precinct Call for Great Ideas
- investing \$7.5 million on community facilities in FY14/15
- investing \$1 million in community programs in FY14/15
- water savings equivalent to over eight megalitres per annum for the year FY14/15
- saving \$25 million in water consumption since 2002
- removing 840 tonnes of hazardous waste in FY14/15
- achieving a 6 Star Green Star rating for The Ponds Shopping Centre – the first shopping centre to achieve this rating
- winning the “weapon of mass creation” award for PrecinX at the 2015 Green Cities Conference.



As a state owned corporation, we have traditionally set challenging yet aspirational targets. For these indicators that were not met, the majority came very close, within a range of 0.5% to 8%.

We fell just short of the target relating to public space irrigation using non-potable water, achieving 99.5% against a target of 100%. Similarly, we came close to our target for the recovery (reuse and recycle) of waste from civil works and building construction, where we achieved 93% against a target of 95%. We intend to conduct contractor awareness and training to ensure this indicator trend improves.

Against rapidly increasing property prices, we fell marginally short of our target for dwellings to suit criteria for moderate income housing (MIH), achieving 7.2% against a target of 7.5%. Our housing diversity strategy will build on and improve our performance in delivering affordable housing across our project portfolio.

We achieved 8% against an aspirational target of zero for non-conformances from environmental and work, health and safety (WHS) audits, a significant improvement on last year's performance of 32%. Nevertheless, we will increase contractor awareness and training to improve in this area.

We did not achieve our target for civil works and builder contracts that have environmental and WHS audits completed every six months. We achieved 81% against an aspirational target of 100%. To address this, we will increase contractor awareness and training.

For the indicator relating to contracts that include sustainable products, we achieved 60% against a target of 100%. To address this shortfall, we have included sustainability measures into our procurement policy which we anticipate will achieve a better result in the next reporting period.

The Bays Precinct Sydney Discovery Day, April 2015



Our organisation

UrbanGrowth NSW is the NSW Government's urban transformation agency.

We work with communities, local government, state agencies and the private sector to transform city living – creating world class urban areas that are a part of a globally competitive Sydney and NSW.

We act as the master developer on complex urban transformation projects on government-owned land. We create vibrant, connected, competitive and resilient places that support critical infrastructure and economic clusters.

UrbanGrowth NSW was established in 2013 as:

- a state owned corporation that integrated and refocused the role of the former Landcom
- a development corporation to take on the responsibilities of the Sydney Metropolitan Development Authority and the Redfern Waterloo Authority.

Since establishment, we have started to transition from the traditional greenfields home development of Landcom to focus on large-scale urban transformation projects.

Our work was structured into three operating divisions during the reporting period:

- urban transformation programs
- wholesale projects (master development of government land)
- retail transition (existing retail greenfields home development projects).

This transition reflects a clear mandate from the NSW Government to:

- increase the supply of housing and jobs
- strengthen the NSW economy
- maximise public investment in infrastructure
- seek a fair return for taxpayers
- collaborate with stakeholders.

We are also committed to deliver on our obligations as outlined in *A Plan for Growing Sydney* and deliver against the NSW Government commitment to deliver 20,000 new homes in the next four years.

Reporting requirements

Our activities are enshrined under the *Landcom Corporation Act 2001* which requires us to report annually against our sustainability indicators and targets.

The Act states that we must develop sustainability performance indicators that compare the performance of our developments against international best practice in environmentally-sustainable residential, commercial and industrial development.

The current sustainability performance indicators were endorsed by the Minister for Planning in October 2013 as transitional sustainability indicators until indicators to measure sustainability performance against our emerging business activities are developed. Our current transitional indicators apply to our retail transition projects.

To reflect the transition of the organisation, new sustainability performance indicators will be implemented from 1 July 2016 and results will be published in our 2017 Sustainability Report.

A business in transition

We are continuing to transition the organisation towards an ambition to transform city living. This ambition drives our work to create world class urban areas that are vibrant, connected, competitive and resilient places to live and work.

Our current reporting sits against a set of endorsed sustainability performance indicators that align to our previous business strategy and approach. To better reflect our transition, our new indicators will set performance indicators that represent our mandate and business strategy.

This is explained further in 'The year ahead' section of this report.

Leadership values

As the NSW Government's urban transformation agency, it is our ambition to transform city living so that it is more vibrant, connected, competitive and resilient. Through the delivery of world class urban transformation, we aim to maximise the value of government land for the public good, improve the amenity and liveability of our urban spaces and enable the delivery of housing and jobs growth.

This year, the assessment of leadership case studies was completed against our annual stakeholder-led materiality assessment. Through this, the activities or projects considered to be addressing our most significant material themes were identified as:

- **Governance:** 10,000 home sites program
- **Housing affordability:** Newbrook, Claymore
- **Economic prosperity and financial sustainability:** Thornton, The Ponds Shopping Centre
- **Climate risk:** ADHC group homes
- **Water Sensitive Urban Design:** Thornton, Oran Park Town
- **Healthy communities:** ADHC, Caddens, Bunya.

Leadership case study – governance and economic prosperity: The 10,000 home sites program and Thornton

The early delivery of the 10,000 home sites program was achieved through partnerships with local government, state agencies, utility providers and infrastructure providers such as Roads and Maritime Services and Sydney Water.

Thornton, near Penrith, contributed a significant 676 lots to the 10,000 home sites program. Thornton is recognised for its industry-leading approach in delivering compact housing, while the village centre will establish the first high density, urban living precinct in Penrith.

Delivered in partnership with St Hilliers and Firstpoint, this project is transforming the Penrith CBD and is a pioneering example of regional centre living in the 21st Century. This year saw the sale of the first apartments, as well as an agreement with Evolve Housing to deliver community housing.

We also secured plans for a seniors living and aged care facility, as well as the adaptive reuse of Thornton Hall as a child care centre.



Artist's impression of Thornton terrace streetscape.
Indicative only, subject to change.

Our stakeholders

The public good is at the heart of our decision-making and we are committed to continued learning and improvement in our engagement practice to help realise our ambition to transform city living.

Stakeholder participation is fundamental to sound civic processes: people have a right to be informed about decisions that may affect them. Our large-scale, long term and often complex projects must incorporate the views of many people and organisations. Our engagement is therefore both iterative and cyclical.

In the reporting year we engaged stakeholders across all of our projects, with significant public participation programs in our major projects, such as The Bays Precinct Sydney Urban Transformation Program. We aim for our engagement practice to be collaborative, purposeful, proactive, accountable and inclusive – principles of best practice that are widely recognised and promoted by engagement advocates.

The stakeholders we deal with across many sectors include, but are not limited to, those listed below.

Government	Community and business	Industry and professional	Internal
<ul style="list-style-type: none"> • Premier and Department of Premier and Cabinet • UrbanGrowth NSW Portfolio and Shareholder Ministers and their staff • Other ministers and their staff • Local government partners – officers and elected members • Other state agencies, corporations and utilities • Other local government officers and elected members • Regional organisations of Councils • Members of Parliament • Federal agencies • Interstate government land agencies 	<ul style="list-style-type: none"> • Residents, visitors and workers in and around project areas • Community members from broader Sydney for city-shaping transformation projects • Community groups and special interest groups • Resident actions groups • Advocacy groups • Young people • Aboriginal and Torres Strait Islander people • Culturally and linguistically diverse (CALD) people • Sporting groups and clubs • Schools and universities and their students • Business chambers and other groups • General public and businesses • Media organisations – metro, local and community 	<ul style="list-style-type: none"> • Industry associations • Professional associations • Tertiary education institutions including universities and TAFEs, and their students 	<ul style="list-style-type: none"> • UrbanGrowth NSW Board • Corporate management team • Operational committees • Corporate and project staff

Corporate performance

The corporate indicators relate to our economic performance as defined in the audited financial accounts, our office premises at Parramatta, Sydney and Newcastle, and our employees.

Economic indicators

In the last financial year our net operating profit after tax was \$127.2 million. We returned \$129.9 million to the NSW Government - \$41 million greater than forecast. All economic sustainability indicators are listed in Appendix A and in our 2015 Annual Report.

Our staff

Following the Values and Culture Staff Survey conducted in mid-2014, we undertook a 2015 Staff Engagement Survey which was completed by 79% of our staff. This year, employee satisfaction was measured in terms of employee alignment and employee engagement, as these are proven to be key drivers of organisational performance.

Team leadership, team effectiveness and engagement were recognised as strengths.

Through staff engagement initiatives, our senior management is working to address concerns about long-term direction, senior leadership communication and our commitment to improving our systems.

Office performance

During FY14/15 we purchased 10 tonnes of recycled paper for our state offices. This represents 100% of paper purchased, consistent with practice in previous years. We also recycled over eight tonnes of paper.

The three offices recycled 145 toner cartridges and 4.3 tonnes of co-mingled waste. In August 2014 we contributed 39 second-hand mobile phones to the phone cycle program.

We also continued to meet our NABERS five star tenancy rating in our Parramatta office.

Our projects

Our sustainability performance reflects our work across the retail transition projects during FY14/15.

To report on our sustainability performance, all UrbanGrowth NSW projects are assessed for inclusion in the Sustainability Report based on whether the project meets a reporting milestone in the reporting period.

Milestone 1: Project planning completion

Approval of concept plan, development control plans or masterplan.

Milestone 2: Precinct delivery

Where practical, completion of one or more precincts and precinct registration.

Milestone 3: Built form commencement

When partnering with a builder or other developer, commencement of dwelling construction.

Milestone 4: Marketing, sales and community programs

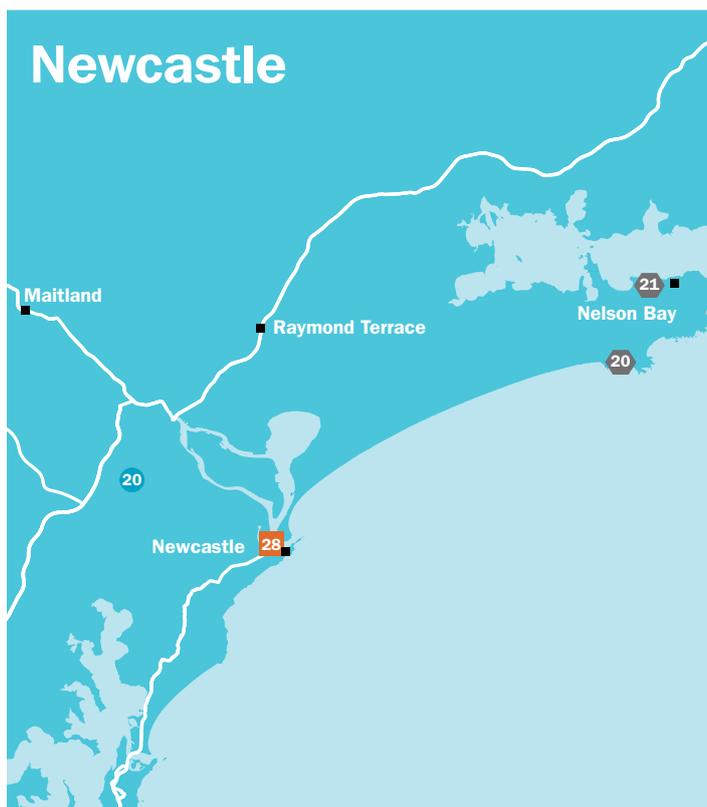
Land sales are occurring, residents are moving in and community programs are established or in place.

From Milestone 2 onwards, projects can report on more than one milestone within the reporting period.

2015 reporting projects

Our development projects listed below have responded to our development sustainability performance indicators. (Appendix A: indicators 19-40)

PROJECT NAME	Milestone 1	Milestone 2	Milestone 3	Milestone 4
Bunya		✓		✓
Caddens		✓		
One Minto		✓		✓
Oran Park Town		✓		✓
Rouse Hill Town Centre		✓		
Sanctuary		✓		✓
The Ponds Stage 4		✓		✓
Thornton		✓		✓
Vantage		✓		
ADHC			✓	
East Village				✓
Edmondson Park				✓
Potts Hill				✓
Renwick				✓
The Ponds Stage 1-3				✓



Key:

- | | |
|-----------------------|--|
| 1. The Ponds | 24. Talana |
| 2. Rouse Hill | 25. North Warnervale |
| 3. Thornton | 26. Green Square Town Centre |
| 4. Caddens | 27. Central to Eveleigh Urban Transformation & Transport Program |
| 5. Bunya | 28. Newcastle Urban Transformation & Transport Program |
| 6. Riverstone | 29. Parramatta North Urban Transformation Program |
| 7. Schofields Terrace | 30. Parramatta Road Urban Transformation Program |
| 8. Highcrest | 31. Sydney Metro North West Urban Transformation Program |
| 9. Edmondson Park | 32. The Bays Precinct Sydney Urban Transformation Program |
| 10. Oran Park Town | 33. Lachlan's Line, Macquarie Park |
| 11. Claymore | 34. The Peninsula, Wentworth Point |
| 12. One Minto | |
| 13. Newbrook | |
| 14. Macarthur Heights | |
| 15. East Village | |
| 16. Potts Hill | |
| 17. Renwick | |
| 18. Menangle Park | |
| 19. Elizabeth Hills | |
| 20. Sanctuary | |
| 21. Vantage | |
| 22. Macarthur Gardens | |
| 23. Woodlands | |

Project performance

Milestone 1: Project planning

Milestone 1 includes projects that have achieved masterplan or concept plan approval. As all of our current retail transition development projects had already met this milestone in FY14/15, no reporting is required.

Milestone 2: Precinct delivery and Milestone 3: Built form commencement

Our indicators and results in these two milestones are reported together because they often occur at the same time. They include a range of environmental indicators such as water cycle management, energy and greenhouse gas emission reductions and waste.

We also report on the proportion of moderate income housing delivered and how our contractors have responded to our governance indicators of third-party auditing and sustainability initiatives in our supply chain.

Water cycle management

Water sensitive urban design (WSUD) can include elements such as wetlands, raingardens and alternative water sources to water-efficient fittings and rainwater tanks. These and other demand management initiatives can achieve water quality and efficiency targets, stop water pollution ending up in local waterways and provide aesthetic and community value to each project.

Our WSUD performance continues to be strong across the retail transition projects assessed and measures to reduce pollutant loads are effective.

Indicator	Target	FY10/11	FY11/12	FY12/13	FY13/14	FY14/15
% reduction in nitrogen	45	46	48	46	49	47

Case study – water sensitive urban design: Oran Park Town and Thornton

Water quality results show that the average annual load of total nitrogen was reduced by 47% compared to developments without WSUD controls. Oran Park Town and Thornton had the highest proportional load reductions, with total nitrogen reductions of 63% and 57% respectively.

WSUD at Oran Park Town combines gross pollutant traps, bioretention systems, wetlands and detention basins to treat stormwater from the development prior to discharge to the

headwaters of South Creek, with some treated stormwater used to water local playing fields.

Our WSUD strategy at both of these projects is driven by the need to protect local creeks by ensuring stormwater from new residential areas does not cause erosion. For this reason, we have complemented the strategy with planting around the creeks to reduce the volume of water entering the creeks and to help reduce stream erosion.

At Thornton, stormwater from the eastern residential areas flows to a central open water feature. Water from the pond flows to a wetland for further treatment and removal of nutrients before being pumped back to the pond. This recirculation system treats and polishes the stormwater so that the water within the water feature is of the best quality.

Water efficiency

In FY14/15, we had significant control over the performance of 33 new dwellings consisting of single and multi-dwelling houses.

All residential dwelling types across Sydney and Newcastle are required to achieve a BASIX compliance score of 40. Our target is a BASIX result greater than 40 in single and multi-dwelling houses. Our FY14/15 combined average occupancy weighted result for these dwellings is a BASIX score of 42.

Dwellings were assessed for potable water reduction. This assessment showed that the dwellings consume less than 12 megalitres (ML) of potable water per year, a reduction of over 8 ML/year from the baseline consumption of 20 ML/year when no water conservation measures were in place.

Since 2002, our dwellings have saved 33,000ML from what would have typically been consumed in dwellings without water efficient fittings and reuse. This is equivalent to 16,500

Olympic swimming pools. These same dwellings have saved over 12,000ML more than they would have if they just met the mandatory BASIX target.

The water efficiency has also resulted in over \$75 million in cumulative savings above and beyond the BASIX Scheme (determined via the cost of water each year - \$2.23/kilolitre (kL) in 2015). Since 2002, our dwellings have saved approximately \$25 million compared to homes meeting compliance (BASIX 40).

Our project delivering the ADHC group homes achieved an average BASIX score of 42. The ADHC dwellings ranged in BASIX score from 40 to 51 and were located in Windsor, Auburn and Botany.

ADHC houses use water-efficient fittings and rainwater tanks to reduce water consumption. All dwellings have efficient taps, toilets and showerheads, with the higher scoring dwellings utilising large rainwater tanks, of up to 10kL, for a range of reuse options including toilet flushing, laundry and irrigation.

Indicator	Target	FY10/11	FY11/12	FY12/13	FY13/14	FY14/15
BASIX occupancy weighted result for water (single and multi-dwelling houses)	> 40	47	48	50	52	42

Open space irrigation

We completed eight projects with public open space as part of the civil works this financial year. This included the creation of nearly 40 hectares of open space.

A 2,000m² garden bed within a predominately hard landscaped urban area of Thornton requires potable water for irrigation, while all remaining project sites either have no irrigation or use non-potable water resources for irrigation. Our result for this indicator was 99.5% against a target of 100%.

Indicator	Target	FY10/11	FY11/12	FY12/13	FY13/14	FY14/15
% Public open space irrigation by non- potable water	100	75	100	94	No result	99.5

Energy efficiency

Our target of BASIX 55 for residential dwellings is set for single and multi-dwelling houses. Our FY14/15 combined average occupancy weighted result for these dwellings is BASIX 69.

This is our best result since we began reporting on this indicator in FY02/03, largely due to the energy-efficiency performance results from the ADHC group homes.

Indicator	Target	FY10/11	FY11/12	FY12/13	FY13/14	FY14/15
BASIX occupancy weighted result for energy (single and multi-dwelling houses)	55	48	55	57	54	69

Waste

Preparing land for housing developments often involves significant movement of fill material within, to and from development sites. This year, 780,000 tonnes of material has been moved in our projects. Ninety-three per cent of this total construction or fill material was recycled or reused. The total amount of hazardous waste was 840 tonnes.

Of the total waste and material generated, 90% or 705,140 tonnes was virgin excavated natural material (VENM) being reused or recycled. Oran Park Town (66%) and Caddens (14%) were the two main projects making up the vast majority of the

VENM and therefore total recyclable material. Relatively minor material recycling also occurred, with approximately 1% of the total recyclable material being vegetation and approximately 1% concrete.

Actions to improve results on contractor performance included training sessions through our environmental management system (EMS). Development staff and over 30 superintendents received training sessions from December 2014 to June 2015. The sessions increased awareness of contractor requirements and our sustainability performance indicators and targets, including the waste reporting requirements and targets.

Indicator	Target	FY10/11	FY11/12	FY12/13	FY13/14	FY14/15
% recovery (reuse and recycle) of waste from civil works and building construction	95	93	98	90	99	93

**Case study – climate risk:
Ageing Disability and Home Care (ADHC)**

Five-bedroom dwellings in our ADHC project achieved a BASIX score of 93. Each dwelling incorporates:

- a solar (gas-boosted) hot water system with a performance of at least 41 to 45 Renewable Energy Certificates
- a cooling system with a 4-star energy rating in at least one living area and one bedroom
- a heating system with a 4-star energy rating in at least one living area and one bedroom
- manual ventilation for at least one bathroom, kitchen and laundry
- fluorescent or LED lighting
- a window and/or skylight in the kitchen and within the bathrooms/toilets of the dwelling
- a photovoltaic system with the capacity to generate at least 3.5 peak kilowatts of electricity
- an induction cooktop and electric oven in the kitchen
- a ‘well ventilated’ refrigerator space, as defined in the BASIX definitions
- a fixed outdoor clothes-drying line.



Group Home at 26 Purser Ave, Castle Hill

Housing affordability

Our moderate income housing (MIH) target is 7.5%. This indicator assesses the proportion of housing available for purchase by households earning 80-120% of the average household income range.

Our result for FY14/15 of 7.2% includes standard residential dwellings released in Newbrook, Edmondson Park, East Village, Oran Park Town, Renwick and Vantage, and medium-density dwellings from Thornton.

Our residential prices align to market sales prices – hence there has been an impact on our MIH performance from the strong Sydney and Hunter markets.

Comparatively, some of our projects are at the lower range of market prices. Analysis has shown that our Newbrook and East Village projects sit in the lower part of the southwest

Sydney median lot price and Oran Park Town falls in the middle of the median lot price range.

We are continuing to investigate methods to deliver housing affordability and housing diversity, including through the NSW Government Housing Affordability Fund (HAF). Access to this funding in Renwick has meant that lots and sales prices were required to be set at independent market valuation in order to meet the HAF guidelines. Delivery partners for the smaller cottage lots in the Village Centre precinct were contractually bound to deliver the lots using the HAF controlled lot price.

We are developing a housing affordability and diversity strategy to address this issue in our urban transformation programs. This strategy is contingent upon a NSW Government-wide policy led by the Department of Premier and Cabinet.

Case study – housing affordability: Newbrook

We delivered Sydney’s most affordable new land in our Newbrook master planned neighbourhood during FY14/15. Newbrook offers a range of land options for first home buyers, investors and families.

Newbrook is located near existing infrastructure including schools, transport hubs and shopping precincts and it is the second private and public housing partnership that has been delivered to the market in our partnership with NSW Land and Housing Corporation.



Artist's impression of Newbrook streetscape. Indicative only, subject to change.

Case study – housing affordability: Claymore

We signed a project delivery agreement (PDA) with NSW Land & Housing Corporation to decentralise social housing, improve the overall built form and provide greater accessibility at Claymore. The PDA is a mechanism to deliver better social and community services as well as public open space and recreational areas.

Under the Claymore Concept Plan, approximately 948 townhouse/villa dwellings will be demolished and redeveloped, with some remaining

cottages upgraded. Those adjoining poorly-maintained open space areas will be incorporated as new and improved open space. The concept plan will:

- increase dwellings from 1,123 to around 1,490 and retain around 127 existing dwellings on separate lots
- increase the social mix within the estate to 70% private and 30% public housing
- create a new retail centre
- provide new or upgraded infrastructure such as pathways, lighting, open space, community facilities, drainage and interconnecting public roads
- plan for delivery in states, alongside the delivery of utilities and infrastructure
- include clear development control guidelines, with street layout and building typologies and a street tree and landscaping strategy.

Third-party audits

We are certified by an independent third party to the Australian and New Zealand standard AS/NZS 14001:2004 for our EMS. This certification requires our contractor work to be audited to ensure it complies with our EMS.

All works contracts with a significant environmental or WHS risk are subject to third-party independent environmental and WHS audits at least every six months during the works.

In FY14/15, 78 contracts were completed, nine of which were considered low risk. Of the remaining 69 contracts, 81% completed audits within scheduled time. The reasons for delayed audits include changes to project scheduling, site conditions and other site-dependent limitations.

Our training sessions held in FY14/15 focused on the requirement for superintendents to receive and review all third-party audits from works contractors. Increased awareness of auditing requirements will assist compliance results in future years.

Contractors must also submit information about non-conformances – defined as an identified issue found in the audit that may lead to environmental harm or a WHS hazard (according to our ISO14001:2004 EMS procedures and our internal consequence and likelihood risk matrix).

Of the 71 audits submitted, 92% did not include any outstanding non-conformances. The non-conformances in the remaining 8% mainly related to poor site housekeeping and administration. We regularly follow up audit non-conformances not closed within normal audit protocol timing. The outstanding non-conformances noted are receiving additional follow up action.

Our target is zero non-conformances – we are aiming for superior environmental and WHS contractor performance. Auditing identifies risks and preventative actions, and while this year’s result does not achieve our target, it provides greater certainty that the intent of this indicator is being fulfilled.

The 8% result is a significant reduction from 32% from FY13/14. The improvement was largely a result of our contractors promptly addressing the issues raised in their independent audits through close out reports. Training for development teams and our contractors held throughout FY14/15 has also helped contribute to this result. This will continue throughout FY15/16.

Future action to help improve these two compliance actions will be managed through our EMS. The EMS is audited biannually and both environmental and WHS third-party audits are a major component. Our EMS was recertified in September 2015 for the FY14/15 period, and all processes relating to development projects’ environmental risk management were found to be performing in accordance with the ISO14001:2004 standard.

Indicator	Target	FY10/11	FY11/12	FY12/13	FY13/14	FY14/15
% civil works and builder contracts that have environmental and WHS audits completed every six months	100	50	63	78	88	81

Sustainability of the supply chain

We incorporate environmental and social sustainability requirements into contracts to encourage best practice or innovation in areas such as resource use or reuse; better managing waste; innovative construction methods to lower costs, emissions or waste; or social strategies such as employment programs for under-represented groups.

In FY14/15, 60% of all relevant contracts included sustainable products or processes. Within the reporting period, our ability to formally incorporate sustainability into our standard contracts was limited; further, a significant number of contracts did not include a response to this indicator, though this may be under-reported given the subjective nature of the indicator.

Sustainability inclusions were formally incorporated into our Procurement Policy in August 2015. Ongoing work with the Cooperative Research Centre for Low Carbon Living is looking at how best to include low carbon materials into civil works contracts.

Case study – economic prosperity: **The Ponds Shopping Centre**

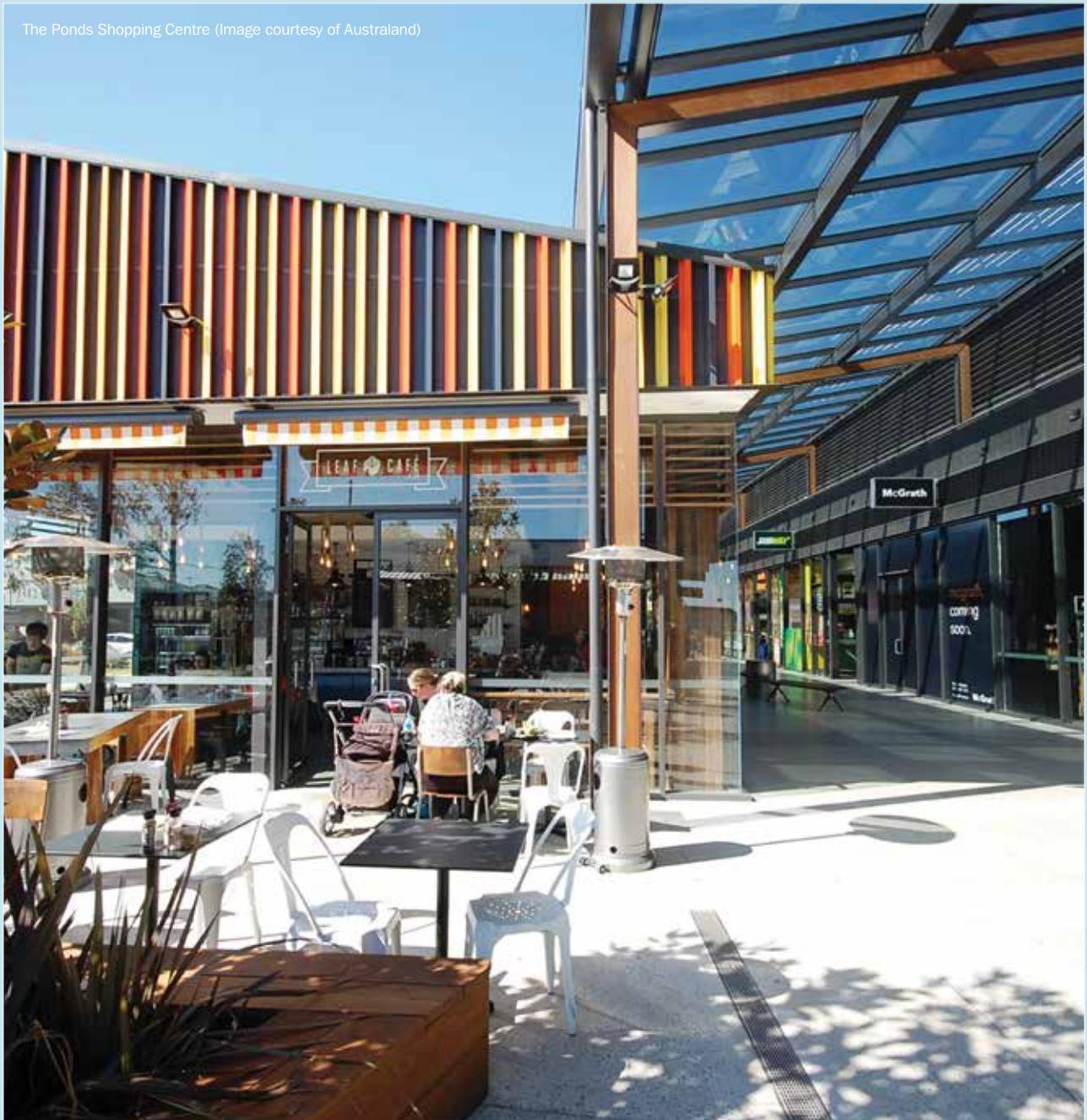
Thousands of people have enjoyed shopping in The Ponds Shopping Centre since it opened in June 2015. This \$40 million centre, located on the corner of The Ponds Boulevard and Riverbank Drive in The Ponds, is the first and only retail project in Australia to receive a 6 Star Green Star – Retail Centre Design v1 rating

from the Green Building Council of Australia, representing world leadership in sustainable design.

The pavilion-style centre is linked by a shared canopy with a north-facing alfresco space that melds with the indoor areas. Twenty-five specialty retailers are showcased in the centre that covers 7,000m².

The Ponds Shopping Centre was recently nominated as a finalist for the Green Globe awards by the NSW Government Office of Environment and Heritage, acknowledging of the centre's efforts to sustain the environment.

The Ponds Shopping Centre (Image courtesy of Australand)



Milestone 4: Marketing, sales and community programs

This milestone is the final stage of development, where residents start to move into their new homes. We report here on how we have delivered programs to help build communities that are interactive, healthy and well supported.

Community facilities

Community assets include playgrounds, sport and recreation spaces, parks and other open space, and community centres. Through these assets, we are striving to deliver and achieve healthy communities.

During FY14/15, both Caddens and Bunya completed open spaces and park areas for community activities. A total of \$7.5 million was invested in the Hilltop Park in Caddens and the open space in Bunya.

Community programs

In FY14/15 UrbanGrowth NSW invested over \$1 million in community programs – our largest contribution in the last five years. The programs were delivered at:

- Bunya
- East Village
- Edmondson Park
- One Minto
- Oran Park Town
- Potts Hill
- Renwick
- Sanctuary
- The Ponds
- Thornton.

Our community programs include the Welcome Program. This program aims to contribute to the social sustainability of new communities, foster a sense of belonging for new residents, promote a culture of welcome and hospitality, and help new residents settle in to the life of the local and broader community.

Each Welcome Program Manager provides; a point of contact for residents, relevant information about the local area and the services, facilities and programs available in the area and opportunities for residents to meet other community members and develop friendships and networks.

We are continuing to deliver our Walking School Bus program, a free program that encourages children to safely participate in active transport. Students can join a larger group of school children and some parents who volunteer as 'bus drivers', stopping the walking bus at students' homes along the journey so that children can travel together to and from school.

In FY14/15 we provided \$56,813 in sponsorship for community groups and activities such as The Ponds Christmas Carols, UWS Sculpture Awards, the Camden Show Society and a Lipstick Luncheon charity event that raised funds for an all-inclusive school and student work placement.

Indicator	Target	FY10/11	FY11/12	FY12/13	FY13/14	FY14/15
Financial value of projects with a community program	No target	\$700,810	\$603,785	\$701,901	\$824,454	\$1,003,243

Case study – healthy communities: Caddens and Bunya

Caddens includes parks and community facilities that were all delivered upfront and ready before the suburb was fully settled. Facilities include cycle and pedestrian pathways, a playground and BBQ area and the stunning Roger Nethercote Park, which offers views across the district and to the Blue Mountains.

As well as open space and pathways linking to the nearby Western Sydney Parklands, Bunya has developed around a community hub managed by Blacktown City Council, which includes a 120-seat hall, meeting rooms and a children's room. As the community has grown, it has developed a community garden and arts and craft spaces for kids.



Urban transformation programs

In addition to our retail development projects, we will also report on our urban transformation programs as they develop and meet sustainability reporting milestones.



Sydney Fish Markets, The Bays Precinct Sydney

The Bays Precinct Sydney Urban Transformation Program

The Bays Precinct Urban Transformation Program will transform currently underutilised areas into destinations that will contribute significantly to the economic, cultural and social wellbeing of Sydney and NSW. The precinct's great heritage values, proximity to the city and waterfront position present exciting new opportunities for entertainment and leisure facilities, as well as residential, retail and commercial development.

The program will regenerate waterfront areas in and around Blackwattle Bay including the Sydney Fish Market, Rozelle Bay, Rozelle Rail Yards and the heritage-listed White Bay Power Station to provide a vibrant new harbour frontage and foreshore access.

The Bays Precinct will be revitalised as a world class waterfront destination, and will deliver vibrant and dynamic places for the city and the state.



Redfern community gardens

Central to Eveleigh Urban Transformation and Transport Program

The program looks at how best to build on the strengths of the area, including great access to public transport, job opportunities and internationally recognised educational and health facilities close to the city centre. This will set the stage for the future urban transformation into one of the most creative and liveable places close to the inner city.

Central to Eveleigh will offer improved connections across the rail corridor, community facilities, open spaces and a diverse range of housing and employment opportunities.



Artist's impression of Green Square Town Centre retail precinct. Indicative only, subject to change.

Green Square Town Centre

Green Square Town Centre is rejuvenating former industrial precincts and creating 410,000m² of floor area for mixed use development. Our contribution to the Town Centre will accommodate around 1,800 dwellings and 48,600m² of office space, plus 14,000m² of retail resulting in about 6,000 jobs. The City of Sydney is responsible for the design and delivery of community facilities such as a library, plaza, open spaces and an aquatic centre.



Artist's impression of pedestrian and cycle bridge at Lachlan's Line, Macquarie Park. Indicative only, subject to change.

Lachlan's Line, Macquarie Park

Lachlan's Line forms part of the North Ryde Station Precinct, a state significant development. It is a transit-oriented development set within a new contemporary urban village located in Macquarie Park. It will provide housing for over 5,000 residents. The vision is to create a vibrant residential neighbourhood that is a local destination for residents and the wider community. The masterplan connects the key ends of the site with a linear park activated by a network of purpose-built play, fitness and relaxation spaces. Landscape works for the park areas are approximately \$6.9 million.

Lachlan's Line is next to North Ryde Train Station which has frequent rail and bus services.



Regional Playspace, Newcastle. Artist impression. Revitalisation outcomes are subject to statutory and other approvals.

Newcastle
Urban Transformation and Transport Program

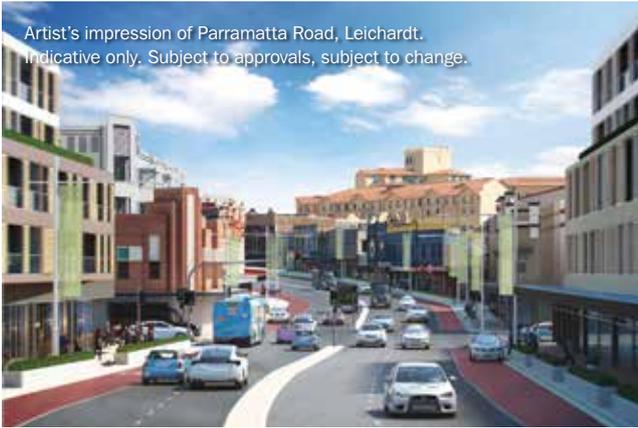
The NSW Government is revitalising the Newcastle city centre to boost economic activity and reinforce the city's role as a 21st century regional centre. UrbanGrowth NSW is playing a coordinating role on the project. We are working closely with Transport for NSW, Planning and Environment, Hunter Development Corporation and Newcastle City Council on this important project



Artist's impression of Female Factory heritage precinct. Indicative only, subject to approvals, subject to change.

Parramatta North
Urban Transformation Program

The program is renewing an area of NSW Government-owned land in Parramatta North, transforming it into a vibrant area that respects and preserves some of our most important heritage, while providing more than 3,000 new dwellings and significant new employment opportunities for Parramatta and greater Sydney.



Artist's impression of Parramatta Road, Leichardt. Indicative only. Subject to approvals, subject to change.

Parramatta Road
Urban Transformation Program

The process to transform the Parramatta Road corridor will bring new life to local communities living and working along the corridor. It will help create new housing choices and jobs, and consider how public and active transport connections can be improved. It includes opportunities to create better links within and between the diverse neighbourhoods along the corridor. Renewal will be focused in precincts that are suitable for long term growth and change.



Artist's Impression of Possible Future Station Precinct. Indicative only. Subject to approvals, subject to change.

Sydney Metro North West
Urban Transformation Program

The program will contribute to the rapid transit system through the creation of high quality, distinctive urban centres at each station.

It will deliver a creative mix of residential, commercial and retail land uses that respond to the local settings and market factors. It will also integrate world-leading urban renewal principles with innovative, sustainable design.

The rapid transit-based urban renewal will transform northwest Sydney and future-proof the region by attracting investment, stimulating economic development and providing a diverse range of jobs and housing.



Artist's impression of The Peninsula, Wentworth Point. Indicative only, subject to change.

The Peninsula, Wentworth Point

On behalf of Roads and Maritime Services, we act as development manager for The Peninsula at the northern end of Wentworth Point. The Peninsula was announced as one of the NSW Government's first Priority Precincts in March 2013, and then identified as an Urban Activation Precinct due to its location and proportion of government-owned land.

The NSW Government is now looking to sell this surplus land to provide new housing and shops, a waterfront promenade, a 3.9 hectare park, a new school and maritime facilities.

Urban transformation programs - stakeholder participation

In FY14/15 we began progressively developing engagement plans for the urban transformation programs, including measures to evaluate these plans aligned to their specific objectives. We also commenced preparation of an engagement framework that will guide a consistent approach

across our projects, informed by our own practical experience on projects and foundations of best practice. Our intention is that this framework will ultimately include performance indicators for all projects.

Stakeholder participation: The Bays Precinct Sydney Urban Transformation Program

The Bays Precinct is nearly four times the size of Barangaroo with 94 hectares of waterways and sits two kilometres west of the CBD. The Bays Precinct will be transformed over at least 30 years.

We lead a whole-of-government engagement approach for The Bays Precinct. This began with a unique undertaking: The Bays Precinct Sydney International Summit. Held in November 2014, the summit brought together over 350 experts from around Australia and across the world for a three-day collaboration to gather the best ideas on urban transformation.

CEO of the City of Sydney, Monica Barone, said of the summit: "It is so encouraging to see UrbanGrowth NSW develop to be a strong organisation that can pursue great urban outcomes, in partnership with others, for the whole of Sydney and NSW."

The summit resulted in a statement of 20 high-level principles to guide and underpin the first ever transformation plan for the entire Bays Precinct. The whole process was anchored by the UrbanGrowth NSW City Transformation Life Cycle™.

The Bays Precinct Sydney Discovery Day and the Sydneysiders Summit and Leadership Forums followed in April and May 2015. The Discovery Day opened up the harbourside and White Bay Power Station to 25,000 people, giving them a glimpse of the areas that will be transformed alongside hubs of family activities right around the precinct.

- The Sydneysiders Summit saw the release of *Transforming City Living: The Bays Precinct*, a discussion paper for public comment that identified the ambition, goals and possibilities for The Bays Precinct. More than 1,200 people attended the Summit and associated Leadership Forums and we received more than 4,000 comments or submissions on the discussion paper.
- **91%** of participants and the Sydneysiders Summit rated the event as good or very good
- **92%** said the event gave them good information about the transformation
- **93%** said they had the opportunity to have their say.

We also launched the Call for Great Ideas in May 2015, providing an opportunity for anyone with an interest in The Bays Precinct to contribute to the transformation process. Over 200 submissions were made to the Call for Great Ideas.

We also commenced the development of a Transformation Plan for the entire Bays Precinct. The plan will include proposals for each of the precinct's destinations that will be transformed over the immediate, medium and longer term.

Throughout the process, we will call on the expertise of Sydneysiders, the business community, local government and other experts to help us shape the transformation of each destination, as well as The Bays Precinct as a whole.



Public feedback at The Bays Precinct Sydney, Sydneysiders Summit May 2015

Stakeholder participation:
Central to Eveleigh Urban Transformation and Transport Program

The Central to Eveleigh Transformation Program is a 30-year project that will gradually transform 80 hectares of largely underused government-owned land in and around the rail corridor from Central to Macdonaldtown and Erskineville stations. The program aims to create better connections across the rail corridor for the growing community and create new community facilities, open spaces and a diversity of housing and employment opportunities.

During FY14/15 we held a series of public participation events such as study nights and a day-long community workshop. Seventy-six per cent of participants rated this workshop as good or very good.

We spoke with people from across the community to share and discuss the principles and approach for the transformation, capturing feedback that will inform the draft transformation strategy.

Local residents have told us they love the diversity, creativity and friendliness of the local area and how close it is to the city. We want to build on these great strengths and harness them as an opportunity to shape the future of the area.



Community engagement workshop

Stakeholder participation:
Revitalising Newcastle

We play a coordinating role to revitalise the Newcastle city centre by boosting economic activity and reinforcing the city's role as a 21st century regional centre. We work closely with Transport for NSW, the Department of Planning and Environment, Hunter Development Corporation and Newcastle City Council.

During FY14/15, we held Revitalising Newcastle, a two-month community engagement process as part of the Newcastle Urban Transformation and Transport Program. Revitalising Newcastle attracted nearly 1,000 stakeholders, including individuals, community groups, local government and representatives from State agencies. It provided a new way for people to share their vision for their city and will directly inform an overall transformation plan for the Newcastle city centre.



Newcastle city

Stakeholder participation: **Parramatta Road Urban Transformation Program**

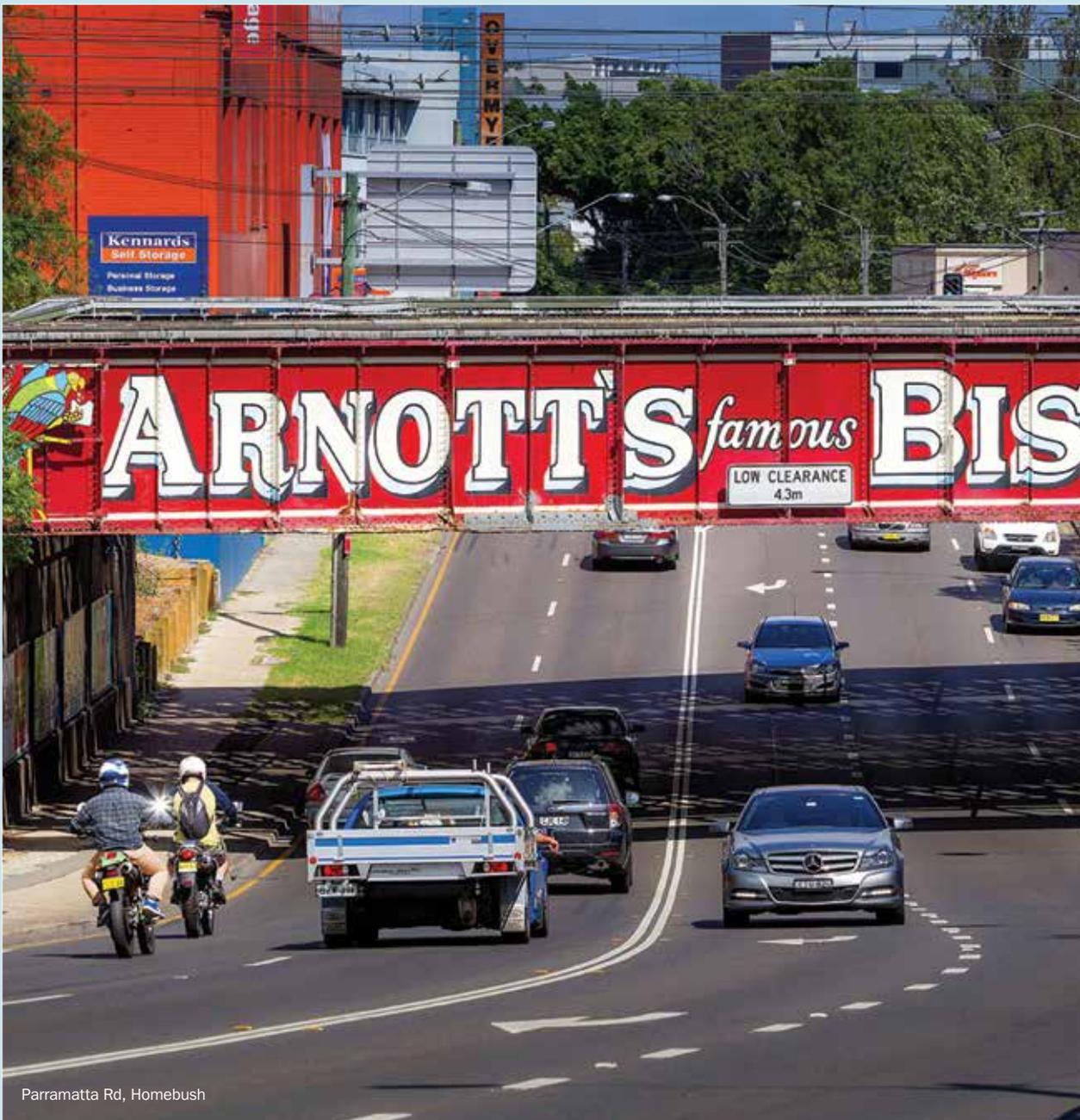
The Parramatta Road corridor runs through 10 local government areas and its transformation will require the involvement and cooperation of many state agencies. Cooperation and leadership is vital to the corridor’s revitalisation.

We worked with Transport for NSW, the WestConnex Delivery Authority, Roads and Maritime Services, the Department of Planning and Environment, Education and

Communities and NSW Health through an integrated project team that considered how to integrate regional requirements into planning for the corridor.

Recognising the need to work closely with local government to ensure clear representation of community views, we also formalised a cooperative working agreement with nine of the 10 councils along the Parramatta Road corridor under a formal

Memorandum of Understanding. This saw officers from the City of Sydney, Marrickville Council, Ashfield Council, City of Canada Bay, Burwood City Council, Strathfield Council, Auburn City Council, Parramatta City Council and Holroyd City Council seconded to the Integrated Project Team and working directly with UrbanGrowth NSW and other state agencies.



Parramatta Rd, Homebush

The year ahead

UrbanGrowth NSW has been given a clear mandate from the NSW Government to:

- ➔ drive increases in the supply of housing and jobs
- ➔ strengthen the NSW economy by delivering world class centres that attract investment and boost productivity
- ➔ optimise public investment in infrastructure through integrating land use and transport planning operate on a commercially astute basis, seeking a fair return for taxpayers
- ➔ operate on a commercially astute basis, seeking a fair return for taxpayers
- ➔ promote public sector innovation through collaborating across government, the private sector and the community in the delivery of the portfolio.

We have strengthened our organisational structure, strategy and processes to underpin the next phase of our urban transformation programs.

The way we plan for sustainable outcomes and measure our success is also transitioning – as it must, in the context of a new approach within the organisation and as trends and technologies shift and change globally. In response, we are developing a new methodology to help transform city living and for measuring our success.



The Bays Precinct Sydney International Summit

UrbanGrowth NSW City Transformation Life Cycle™

Our ambition is to transform city living by creating world class urban areas that are vibrant, connected, competitive and resilient places to live and work. Our ambition is underpinned by the **UrbanGrowth NSW City Transformation Life Cycle™**.

The life cycle starts by reflecting on a site's strategic significance, its economic and cultural context and its potential land uses. This commences with **Thinking Cities**, bringing together our ideas and our stakeholders' ideas, ambitions and aspirations.

The second phase is **Funding Cities**. This is about financing our aspirations by seeking innovative funding or creating a new approach to secure financial certainty.

The third phase, **Building Cities**, integrates land use and infrastructure to achieve the best and highest value use of the land. It establishes diversity of design, enables world class developments and enables smart delivery through transparent market engagement processes.

The fourth phase is **Living Cities**: the creation of great places, great spaces and great opportunities. This is fundamental to produce a global Sydney that is resilient, happy and prosperous.

The life cycle is dynamic – driving how we develop the strategic plans that will direct and guide our projects and deliver for our stakeholders.

The phases of the life cycle are iterative, illustrating a constant movement of learning and improvement to deliver world class outcomes. This requires a sensible and complementary process to measure our achievements – a process that thinks about the entire practice of transforming city living.



UrbanGrowth NSW new sustainability indicators

As the life cycle represents our transition, we are also developing a new methodology to help transform city living and to measure our success in sustainability. This new approach will:

- better match our transition to urban transformation programs
- reflect our commitment to transforming city living
- reflect our stakeholder values
- help us to create liveable places that are resilient, diverse, affordable, safe and inclusive – the kind of places that improve the wellbeing and involvement of the people who live and work there.

The development of our new sustainability performance indicators began with research into best practice examples from key global city strategies, frameworks and sustainability approaches in Australia and overseas. Local sustainability specialists including the UTS Institute for Sustainable Futures and Atkinson Consulting provided rich guidance on leading practice and approaches.

We also undertook an extensive indicator mapping process that drew from *A Plan for Growing Sydney, NSW 2021*, the *NSW Long Term Transport Master Plan*, a number of City of Sydney strategies and the benchmarks set by the Green Building Council of Australia, the Infrastructure Sustainability Council of Australia, the 100 Resilient Cities network and the Urban Design Protocol for Australian Cities.

We have also drawn on some of the best intelligence from Australia and overseas, including work of the Grattan Institute, McKinsey and Company, the Rockefeller Foundation, and the CRC for Low Carbon Living.

The new sustainability performance indicators have also been shaped by the outcomes of the three-day Bays Precinct, Sydney International Summit in November 2014. Further, a structured communication process was undertaken with the majority of the UrbanGrowth NSW executive team, selected managers and some members of the Board to understand where our actions have had the greatest impact and where we can influence positive outcomes.

The new indicators will be formally endorsed in compliance with the *Landcom Corporation Act 2001* for use across the organisation. They will also align with Global Reporting Initiative (GRI) sustainability reporting guidelines.

We intend to implement the new indicators from 1 July 2016, with performance results presented in the 2017 Sustainability Report. In the lead up to this date, we will work with staff and internal audiences supported by internal and external stakeholder engagement processes to create a final list for exhibition in the second quarter of 2016.

Following the exhibition, and as the new indicators are finalised, we will develop supporting materials around indicator procedures, data collection processes and reporting systems and will also conduct staff and contractor training before implementation commences.

From 1 July 2016 we will commence data collection process to have 12 months of data to report on in the 2017 Sustainability Report.

Beyond this, an annual review of the applicability and relevance of the performance indicators will continue through consultation with stakeholders.



Rozelle Bay, The Bays Precinct Sydney

Appendix A – 2015 Sustainability performance summary

Indicator		2015 Result	Target
1	A description of the various projects and initiatives we completed during the year that demonstrated leadership through the integration of our core values in terms of environmental, economic and social sustainability	<ul style="list-style-type: none"> • Governance: 10,000 home sites program • Housing affordability: Newbrook, Claymore • Economic prosperity and financial sustainability: Thornton, The Ponds Retail Centre • Climate risk: ADHC • WSUD: Thornton, Oran Park Town • Healthy communities: ADHC, Caddens, Bunya 	No target
2	The total revenue we received: calculated from the sale of land, profits from joint ventures, project management services and miscellaneous items	\$646,967,070	No target
3	The sales margin we received: calculated as the sales revenue on land sales less the total cost of developing the land, divided by our sales revenue	41.00%	No target
4	Our return on sales: calculated as our net operating profit after tax, divided by the total revenue from the sale of land	19.66%	No target
5	Our earnings before interest and tax (EBIT)	\$182,064,637	No target
6	Our return on equity: calculated as earnings after tax divided by our total operating assets	26.72%	No target
7	The return on our total operating assets: calculated as profit after taxes divided by our total operating assets	14.61%	No target
8	Our financing capacity, defined as our debt to equity ratio, which is the measure of our net debt funding as a percentage of equity, as at the end of the financial year	0.00%	No target
9	The dividend and tax equivalent we returned to the NSW government	\$129,867,119	No target
10	The total number of jobs we generated, which is defined as the total number of jobs created through our activities, estimated via an ABS calculator	No longer able to provide, as ABS multipliers are no longer available	No target
11	The total economic output we generated which is defined as the total economic output generated through our activities, estimated via an ABS calculator	No longer able to provide, as ABS multipliers are no longer available	No target
12	The amount of paper we purchased containing recycled content, expressed as a percentage of total paper purchases	100%	100%
13	The volume of co-mingled waste streams that we recycled from our office operations, expressed in tonnes	4.3 tonnes	No target
14	The percentage of our Head Office and regional office tenancies located in buildings that achieved a 5 star NABERS rating	100%	100%
15	Water efficiency of the head office (Parramatta office only)	Data not available from building management	N/A
16	Employee satisfaction survey responses	Overall staff engagement – 63% Overall staff alignment – 46%	No target
17	A description of our stakeholder engagement processes	See stakeholder participation case studies in urban transformation programs - stakeholder participation.	No target
18	The percentage of all agreements executed with our development partners during the year that included non-financial performance requirements	100%	100%
19	The percentage of our new projects that completed social sustainability due diligence assessments prior to masterplan approval	No relevant projects during the reporting period	100%
20	The percentage of our new projects that had a strategic social plan in place prior to masterplan approval	No relevant projects during the reporting period	100%

	Indicator	2015 Result	Target
21	The percentage of our new projects that had appropriate water sensitive urban design strategies in place prior to masterplan approval	No relevant projects during the reporting period	100%
22	The percentage of our new projects where we used PRECINX® prior to masterplan approval to develop project specific objectives	No relevant projects during the reporting period	100%
23	The percentage area of native vegetation retained within our projects, expressed as a percentage of the total developable area	No relevant projects during the reporting period	100%
24	The percentage area of threatened species community or habitat which was impacted on our projects	No relevant projects during the reporting period	0%
25	The area of retained native vegetation protected within our projects (including waterfront land), expressed as a percentage of the total developable area	No relevant projects during the reporting period	100%
26	The area of native vegetation (including waterfront land) restored or regenerated within our projects, expressed as a percentage of the total developable area	No relevant projects during the reporting period	100%
27	The area of waterfront land (including riparian corridors) protected within developable area	No relevant projects during the reporting period	100%
28	The percentage area of waterfront land (including riparian corridors) we restored or regenerated within our projects	No relevant projects during the reporting period	100%
29	The levels of nitrogen in stormwater from our projects that was reduced due to our water sensitive urban design initiatives: expressed as a percentage against comparable developments with no WSUD initiatives in place	47%	45%
30	The performance of our projects during the year in terms of exceeding BASIX water efficiency targets and a description of the best performing project	Single and multi dwellings - BASIX 42	Exceed BASIX 40
31	A performance of our projects during the year in terms of exceeding BASIX energy efficiency targets and a description of the best performing project	Single and multi dwelling house - BASIX 69	Exceed BASIX 55
32	The area of public open space in our projects irrigated by a non-potable water supply, expressed as a percentage of all public open space delivered	99.5%	100%
33	The amount of 'moderate income land or housing' we delivered in our projects: expressed as a percentage of the total land/housing we sold during the year	7.2%	7.5%
34	The amount of waste we were able to recover from the civil works and building construction waste we generated in our projects, via reuse or recycling initiatives: expressed as a percentage of the total waste that was generated	93%	95%
35	The number of civil works and builder contracts that undertook six monthly WHS audits and environmental audits: expressed as a percentage of all civil works and builder contracts in force during the year	81%	100%
36	The number of non conformances found in the WHS audits and environmental audits undertaken during the year: expressed as a percentage of all audits completed during the year	8%	0%
37	The percentage of public space and civil works contracts we let during the year that included requirements to advance sustainable products and/or processes	60%	100%

Indicator		2015 Result	Target
38	The percentage of all projects we delivered during the year that included community programs and the combined annual value of the community programs	91% \$1,003,243	No target
39	The combined annual value of the community facilities that were included in all projects we delivered during the year	\$7.5 million	No target
40	The combined annual value of the community sponsorships we financed during the year	\$56,813	No target



Lake's Edge Park, The Ponds

Appendix B – Assurance statement

Independent limited assurance statement to the Directors of UrbanGrowth NSW in relation to the 2015 Sustainability Report

We have undertaken a limited assurance engagement relating to the subject matter detailed below (the ‘Subject Matter’) presented in UrbanGrowth NSW’s (‘UrbanGrowth’) 2015 Sustainability Report in order to state whether anything has come to our attention that would cause us to believe that the Subject Matter has not been prepared and presented fairly, in all material respects, in accordance with the reporting criteria described below (‘Reporting Criteria’).

Subject Matter and Reporting Criteria

The Subject Matter and Reporting Criteria for our limited assurance engagement for the year ended 30 June 2015 is as follows:

Subject Matter	Reporting Criteria
<p>GRI G4 Sustainability Reporting Guidelines</p> <p>FY15 Sustainability Report in accordance with the core criteria option (the ‘GRI self-declaration’) prepared in accordance with the requirements of the G4 Sustainability Reporting Guidelines (‘GRI Guidelines’).</p>	<p>The GRI Guidelines and related information, publicly available at GRI’s global website at www.globalreporting.com, in particular the requirements to achieve the GRI Self Declaration</p>
<p>Selected Sustainability Indicators</p> <p>The FY2015 performance data in respect of UrbanGrowths’ Sustainability Indicators as referenced in the table contained in section Global Reporting Initiative Index within the 2015 Sustainability Report.</p> <ul style="list-style-type: none"> • Economic performance: <ul style="list-style-type: none"> ○ Financial implications and other risks and opportunities for the organisation’s activities due to climate change [G4 -EC2] • Indirect economic impacts: <ul style="list-style-type: none"> ○ Development and impact of infrastructure investments and services supported [G4-EC7] • Water: <ul style="list-style-type: none"> ○ Percentage and total volume of water recycled and reused [G4-EN10] • Compliance: <ul style="list-style-type: none"> ○ Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations [G4-EN29] ○ Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations [G4-SO8] ○ Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services [G4-PR9] 	

Liability limited by a scheme approved under Professional Standards Legislation.

Member of Deloitte Touche Tohmatsu Limited

Selected Sustainability Performance Indicators

The FY2015 performance and results against the FY2015 Sustainability Performance indicators for the following categories

- Energy efficiency
- Water conservation
- Water quality
- Community investment & engagement
- Sustainable procurement
- Social programs

as described within Appendix A – Sustainability Performance Summary section contained within the 2015 UrbanGrowth Sustainability Report (the ‘Sustainability Performance Indicators’)

UrbanGrowth’s definitions and approaches as described in Appendix A – Sustainability Performance Summary section contained within the 2015 UrbanGrowth Sustainability Report

UrbanGrowth’s responsibilities

The Directors of UrbanGrowth are responsible for the preparation and presentation of the Subject Matter in the 2015 Sustainability Report in accordance with the Reporting Criteria. This responsibility includes establishing and maintaining internal controls relevant to the preparation and presentation of the Subject Matter in the 2015 Sustainability Report that is free from material misstatement, whether due to fraud or error; selecting and applying appropriate reporting criteria; maintaining adequate records and making estimates that are reasonable in the circumstances.

Deloitte’s responsibilities

Our responsibility is to express a limited assurance conclusion on the Subject Matter based on the procedures we have performed and the evidence we have obtained.

We conducted our limited assurance engagement in accordance with Australian Standards on Assurance Engagements ASAE 3000 ‘*Assurance Engagements Other than Audits or Reviews of Historical Financial Information*’ (ASAE 3000), issued by the Australian Auditing and Assurance Standards Board in order to express a conclusion whether, based on the procedures performed and the evidence obtained, anything has come to our attention that causes us to believe that the Subject Matter has not been prepared and presented in all material respects in accordance with the Reporting Criteria. That standard requires that we plan and perform this engagement to obtain limited assurance about whether the Subject Matter is free from material misstatement. A limited assurance engagement in accordance with ASAE 3000 involves identifying areas where a material misstatement of the Subject Matter information is likely to arise, addressing the areas identified and considering the process used to prepare the Subject Matter in the 2015 Sustainability report.

A limited assurance engagement is substantially less in scope than a reasonable assurance engagement in relation to both the risk assessment procedures, including an understanding of internal control, and the procedures performed in response to the assessed risks.

Assurance work performed

The procedures we performed were based on our professional judgement and consisted primarily of:

- interviews with a selection of UrbanGrowth management responsible for the Sustainability Performance Indicators and Selected Sustainability Indicators data to understand the compilation and review processes
- applying analytical and other review procedures including assessing relationships between the reported information and other financial and non-financial data
- examination of evidence for a small number of transactions or events

- analysing and inspecting on a sample basis, the key systems, processes and procedures and controls relating to the collation, validation, presentation and approval process of the information included in the 2015 Sustainability Report.
- reviewing underlying evidence on a sample basis to corroborate that the information is prepared and reported in line with the relevant reporting criteria.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had we performed a reasonable assurance engagement. Accordingly, we do not express an opinion providing reasonable assurance about whether the Subject Matter in the 2015 Sustainability report has been properly prepared and presented, in all material respects, in accordance with Reporting Criteria.

Inherent limitations

Non-financial information, including the Subject Matter may be subject to more inherent limitations than financial information, given both its nature and the methods used for determining, calculating and sampling or estimating such information. Qualitative interpretations of relevance, materiality and the accuracy of data are subject to individual assumptions and judgements. The Subject Matter should be read in the context of UrbanGrowth's Reporting Criteria as set out in the 2015 Sustainability Report.

Limitations of use

This report is made solely to the directors of UrbanGrowth in accordance with our engagement letter dated 1 October 2015, for the purpose of providing limited assurance over UrbanGrowth's Sustainability Report. We disclaim any assumption of responsibility for any reliance on this report or on the Subject Matter to which it relates, to any person other than the directors of UrbanGrowth or for any purpose other than that for which it was prepared.

Independence

In conducting our engagement, we have complied with the independence requirements of APES 110 *Code of Ethics for Professional Accountants*, issued by the Accounting Professional and Ethical Standards Board.

Matters relating to electronic presentation of information

Our limited assurance engagement included web-based information that was available via web links as of the date of this statement. We provide no assurance over changes to the content of the 2015 Sustainability Report after the date of this assurance statement.

Conclusion

Based on the procedures performed and the evidence obtained, nothing has come to our attention that causes us to believe that the Subject Matter has not been properly prepared and presented, in all material respects, in accordance with the Reporting Criteria.

Deloitte Touche Tohmatsu

DELOITTE TOUCHE TOHMATSU



PR Dobson
Partner

Sydney, 12 November 2015

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UrbanGrowth NSW 2015 Sustainability Report Global Reporting Initiative (GRI) Index

Our commitment to sustainable development is enshrined in the *Landcom Corporation Act 2001* which governs the organisation's operations. The Act requires UrbanGrowth NSW to report annually against agreed sustainability indicators and targets. In addition to reporting against these agreed sustainability indicators, UrbanGrowth NSW reports in alignment with the Global Reporting Initiative (GRI) sustainability reporting guidelines to ensure we address our non-financial issues, including our social, environmental and economic opportunities and risks, and to assist in producing a consistent and meaningful reporting.

Up to 2014, UrbanGrowth NSW reported against the Global Reporting Initiative (GRI) G3.1 and the GRI Construction and Real Estate Sector Supplement (CRESS) in accordance with a GRI A+ application level. In 2014/15 we transitioned to reporting in accordance with the current fourth edition of the guidelines (GRI G4). An assessment of material sustainability aspects was completed in accordance with GRI G4's 'core' reporting requirements. This process included identifying and reporting on aspects that are material to our business and to our stakeholders. These are disclosed throughout our Sustainability Report and our GRI Index.

This GRI Index includes:

- A set of mandatory disclosures on our profile and governance and where these are disclosed either within our Sustainability Report, Annual Report, website or within the body of the Index
- A set of specific indicators used to measure and disclose the material aspects central to our organisation's sustainability performance, and where these are disclosed either within our Sustainability Report, Annual Report, website or within the body of the Index.

Our website is urbangrowthnsw.com.au

More information on the GRI can be found at www.globalreporting.org

General standard disclosures			
General Standard Disclosures	Page number, link or response In some GRI indicators, information related to Standard Disclosures required by the GRI 'in accordance' option, is included in other UrbanGrowth NSW reports. In these circumstances, a specific reference to where the relevant information can be found is provided.		
Strategy and analysis			
G4-1	2015 Sustainability Report (Chief executive review)		
Organisational profile			
G4-3	UrbanGrowth NSW		
G4-4	2015 Annual Report (our Organisation); Sustainability Report (Our projects)		
G4-5	60 Station St Parramatta NSW		
G4-6	Australia		
G4-7	2015 Annual Report (Our charter and function)		
G4-8	2015 Annual Report (our Organisation); Sustainability Report (Our projects); 2015 Annual Report (Highlights of this year's achievements)		
G4-9	Headcount: 248; Full Time Equivalent: 243 - 2015 Annual Report (FY14/15 Highlights)		
G4-10	<p>Headcount by employment type:</p> <ul style="list-style-type: none"> • Term employees: 60 female, 34 male • Permanent: 35 female, 36 male • Senior Mgt Contract: 32 female, 51 male <p>Headcount by hours worked:</p> <ul style="list-style-type: none"> • Full-time: 114 female, 119 male • Part-time: 13 female, 2 male <p>Full Time Equivalent by employment type:</p> <ul style="list-style-type: none"> • Terms: 58 female, 34 male • Perms: 33 female, 36 male • Senior Mgt Contract: 31 female, 51 male 	<p>Headcount by region</p> <ul style="list-style-type: none"> • Sydney: 63 female, 40 male • Parramatta: 57 female, 73 male • Newcastle: 4 female, 5 male • Campbelltown: 1 female, 1 male • Liverpool: 0 female, 1 male • Penrith: 1 female, 0 male • Tuncurry: 0 female, 1 male • Camden: 1 female, 0 male <p>FTE by region</p> <ul style="list-style-type: none"> • Sydney: 61 female, 40 male • Parramatta: 54 female, 73 male • Newcastle: 4 female, 5 male • Campbelltown: 1 female, 1 male • Liverpool: 0 female, 1 male • Penrith: 1 female, 0 male • Tuncurry: 0 female, 1 male • Camden: 1 female, 0 male 	<p>Overall workforce gender diversity is reported as a percentage and as a distribution in 2015 Annual Report (Workplace diversity performance). Gender of executive positions is reported in 2015 Annual Report (Executive positions). Omission: The following are omitted due to loss of commercial confidentiality for statutory state-owned corporation (see 2015 Annual Report Disclosure of approved exemptions):</p> <ul style="list-style-type: none"> • the total number of employees by employment contract and gender • the total number of permanent employees by employment type and gender • the total workforce by employees and supervised workers and by gender • the total workforce by region and gender • whether a substantial portion of the organisation's work is performed by workers who are legally recognised as self-employed, or by individuals other than employees or supervised workers, including employees and supervised employees of contractors and any significant variations in employment numbers (such as seasonal variations in employment in the tourism or agricultural industries). <p>Note: The definition of 'supervised worker' in the G4 Implementation Manual p.252 does not cover workers on UrbanGrowth NSW projects as these sites are not under the operational control of UrbanGrowth NSW as defined at s11 of the NGER Act.</p>

G4-11	100% - all staff are covered under the Landcom Award 2010
G4-12	2015 Annual Report (Highlights of this year's achievements)
G4-13	There have been no significant changes during the reporting period regarding the UrbanGrowth NSW's size, structure, ownership, or supply chain.
G4-14	www.urbangrowthnsw.com.au/work/sustainability.aspx ; 2015 Annual Report (Principal objectives; Risk management)
G4-15	Corporate governance has been identified as a material aspect of UrbanGrowth NSW's operations. 2015 Annual Report (Ministerial statement of priorities, Principle objectives; Ethnic affairs priorities statement; NSW Government Action Plan for Women)
G4-16	We are a member of the Green Building Council, Master Builders Association, Urban Taskforce Australia, Housing Industry Association (HIA), Urban Development Institute of Australia (UDIA), Corporate Club of Australia, Property Council of Australia, Infrastructure Sustainability Council of Aust. (ISCA), and Committee for Economic Development of Australia (CEDA)
Identified material aspects and boundaries	
G4-17	Landcom trading as UrbanGrowth NSW, 2015 Annual Report (Reporting entity)
G4-18	2015 Sustainability Report (Reporting requirements; Our projects)
G4-19	2015 Sustainability Report (Leadership values)
G4-20	2015 Sustainability Report (Leadership values)
G4-21	2015 Sustainability Report (Leadership values)
G4-22	There have been no significant restatements of information provided in previous reports
G4-23	There have been no significant changes from previous reporting periods in the Scope and Aspect Boundaries
Stakeholder engagement	
Stakeholder participation and social licence to operate has been identified as a material aspect of UrbanGrowth NSW's operations.	
G4-24	2015 Sustainability Report (Our stakeholders)
G4-25	2015 Sustainability Report (Our stakeholders)
G4-26	UrbanGrowth NSW Stakeholder Engagement 2014/15 (table below)
G4-27	UrbanGrowth NSW Stakeholder Engagement 2014/15 (table below)
Report profile	
G4-28	2015 Annual Report (Ministers' Letter)
G4-29	2015 Annual Report (Ministers' Letter)
G4-30	2015 Annual Report (Ministers' Letter)
G4-31	2015 Annual Report (Corporate directory)
G4-32	This report is in accordance with the GRI G4 Core requirements. It has been subject to external assurance, see 2015 Sustainability Report (Appendix B - Assurance statement)
G4-33	2015 Sustainability Report (Appendix B - Assurance statement)
Governance	
G4-34	2015 Annual Report (Our governance structure; Committee meetings)
Ethics and integrity	
G4-56	2015 Annual Report (Code of conduct, Implementing our values); http://www.urbangrowth.nsw.gov.au/downloads/uploaded/2015_UGNSWAnnualReport_8776.pdf

Specific standard disclosures		
Disclosure on Management Approach (DMA) and Indicators	Page number, link or response: In some GRI indicators, information related to Standard Disclosures required by the GRI 'in accordance' option, is included in other UrbanGrowth NSW reports. In these circumstances, a specific reference to where the relevant information can be found is provided.	Identified Omission(s) and explanation for omission: In exceptional cases, if it is not possible to disclose certain required information, information that has been omitted is identified and the reason for the omission is provided.
G4-DMA	2015 Annual Report (Delivering economic returns; Our charter and function; Risk management)	
G4-EC1	2015 Sustainability Report, (Economic Indicators; Appendix A - 2015 Sustainability performance summary indicators 2 - 8); 2015 Annual Report (Financial Statements)	
G4-EC2	<p>Sustainability, including ecological considerations and climate change variables such as coastal sea rise and flooding, are investigated as part of Due Diligence processes and checklists when we assess new sites. Due Diligence findings then inform budget estimates and proposed work programs to develop or master plan sites. Further in-depth analysis or studies are then undertaken if the project proceeds.</p> <p>We commission studies to assess and determine how we manage key risks such as land contamination, flora and fauna communities, and social impacts of development. We are guided by the NSW Coastal Planning Guidelines when assessing and planning for typical coastal development considerations including risks such as sea level rise and land use intensity in such zones.</p>	<ul style="list-style-type: none"> • The financial implications of the risk or opportunity before action is taken • The costs of actions taken to manage the risk or opportunity • Estimated quantitative financial implications due to climate change and other sustainability risks and opportunities on the valuation process, by; Impact on revenue; Impact on yield; and costs incurred to mitigate obsolescence risks. <p>UrbanGrowth NSW did not any commence any new retail transition project sites in the reporting year.</p>
G4-DMA	2015 Annual Report (Highlights of this year's achievements).	
G4-EC7	2015 Sustainability Report (Housing affordability; Community facilities). UrbanGrowth NSW has contributed to the preservation and restoration of historic assets in its delivery of projects during the reporting year. These include: Challenor House in the Renwick development, the original settlers house in the Thornton development and Bardia Barracks in the Edmondson Park development.	
G4-DMA	http://www.urbangrowth.nsw.gov.au/work/sustainability.aspx	
G4-EN7	2015 Sustainability Report (Energy efficiency)	
CRE1	The building electricity use of the Parramatta and Newcastle offices combined is 154 MWh. With a combined office staff headcount of 139, this is a building energy intensity of 1106 kWh per person. This represents a 15% improvement on the performance for 2013/14.	The CBD office is a temporary site.
G4-DMA	2015 Sustainability Report (Water cycle management) http://www.urbangrowth.nsw.gov.au/work/sustainability.aspx	
G4-EN10	2015 Sustainability Report (Water efficiency). 0 KL of recycled water used in UrbanGrowth NSW office buildings.	<ul style="list-style-type: none"> • Total volume of water recycled and reused by the organisation. • Total volume of water recycled and reused as a percentage of the total water withdrawal • Standards, methodologies, and assumptions used. <p>UrbanGrowth NSW measures the use of recycled water in development projects by percentage of public open space irrigated by non-potable water, see 2015 Sustainability Report (Open space irrigation).</p>
CRE2	2015 Sustainability Report (Water efficiency)	Water consumption data for UrbanGrowth NSW offices is unavailable from Building Management. Water intensity of all constructed dwellings is reported in terms of the NSW Government BASIX requirements, which more accurately reflect water intensity than the GRI calculation.
G4-DMA Materials	2015 Sustainability Report (Sustainability of the supply chain) http://www.urbangrowthnsw.com.au/downloads/file/work/70SustainabilityStrategy2014.pdf ; http://www.urbangrowthnsw.com.au/downloads/file/work/SustUrbanGrowthNSW_sustainabilityanddesignguidelinesforexternalserviceproviders.pdf	
G4-DMA	http://www.urbangrowthnsw.com.au/downloads/file/work/70SustainabilityStrategy2014.pdf ; http://www.urbangrowthnsw.com.au/downloads/file/work/SustUrbanGrowth-NSW_sustainabilityanddesignguidelinesforexternalserviceproviders.pdf	
G4-EN13	<ul style="list-style-type: none"> • The size and location of all habitat protected areas or restored areas, and whether the success of the restoration measure was or is approved by independent external professionals. • Report whether partnerships exist with third parties to protect or restore habitat areas distinct from where the organisation has overseen and implemented restoration or protection measures. • Report on the status of each area based on its condition at the close of the reporting period. • Report standards, methodologies, and assumptions used. <p>UrbanGrowth NSW's biodiversity indicators (Indicators 23 -28 are reported when projects achieve Milestone 1. This includes projects that have achieved masterplan or concept plan approval. UrbanGrowth NSW did not gain masterplan approval of any retail transition project in the reporting year, so no reporting is required.</p>	
G4-DMA	http://www.landcom.com.au/downloads/uploaded/Communities%20Policy_7974_9816.pdf ; http://www.urbangrowthnsw.com.au/downloads/file/work/70SustainabilityStrategy2014.pdf ; http://www.urbangrowthnsw.com.au/downloads/file/work/SustUrbanGrowthNSW_sustainabilityanddesignguidelinesforexternalserviceproviders.pdf	

G4-EN15	Scope 1 (direct) greenhouse gas emissions occur only from the fuel use for the corporate vehicle fleet. Total fuel use is 9,107 litres. This is a combination of gasoline, diesel and 10% ethanol gasoline. The resulting Scope 1 emissions from this fuel mix are 20.9 tonnes CO2-e. Emissions offsets of 24 t CO2-e were purchased from GreenFleet which more than offset UrbanGrowth NSW's Scope 1 emissions.	
G4-EN16	Scope 2 (indirect) emissions from electricity purchased by UrbanGrowth NSW for the reporting scope are zero. UrbanGrowth NSW purchased 100% GreenPower for the reporting year and has done so since 2010.	
CRE3	Greenhouse gas emissions from UrbanGrowth NSW office buildings within the reporting scope are zero. This is consistent with the purchase of 100% GreenPower for these buildings.	
G4-DMA	http://www.urbangrowthnsw.com.au/downloads/file/work/71EMSOVeriew2013.pdf http://www.urbangrowthnsw.com.au/downloads/file/work/70SustainabilityStrategy2014.pdf	
G4-EN29	No fines or non-monetary sanctions or non-compliances with laws or regulations were received in the reporting period.	
G4-DMA	2015 Annual Report (Work health and safety).	
G4-LA6	2015 Annual Report (Work health and safety).	Note: The definition of 'supervised worker' in the G4 Implementation Manual p.252 does not cover workers on UrbanGrowth NSW projects as these sites are not under the operational control of UrbanGrowth NSW as defined at s11 of the NGER Act.
<u>CRE6</u>	100% of staff are covered under the Work Health and Safety Act 2011 and the Work Health and Safety Regulation 2011. All staff are included in the NSW Treasury Managed Fund which includes workers compensation.	Note: The definition of 'supervised worker' in the G4 Implementation Manual p.252 does not cover workers on UrbanGrowth NSW projects as these sites are not under the operational control of UrbanGrowth NSW as defined at s11 of the NGER Act.
G4-DMA	http://www.urbangrowth.nsw.gov.au/downloads/uploaded/2015_UGNSWAnnualReport_8776.pdf	
G4-S08	Nil fines or non-monetary sanctions were received during the reporting period. 2015 Annual Report (Public access to information and the protection of privacy; Legal events).	
G4-DMA	http://www.urbangrowth.nsw.gov.au/downloads/uploaded/2015_UGNSWAnnualReport_8776.pdf	
G4-PR9	Nil fines were received.	
G4-DMA	http://www.urbangrowth.nsw.gov.au/downloads/uploaded/2015_UGNSWAnnualReport_8776.pdf	
G4-PR9	Nil fines were received.	
G4-DMA	http://www.urbangrowth.nsw.gov.au/downloads/uploaded/2015_UGNSWAnnualReport_8776.pdf	
G4-PR9	Nil fines were received.	
G4-DMA	2015 Annual Report (Enabling infrastructure and housing supply; Ministerial statement of priorities).	
G4-DMA	2015 Annual Report (Ministerial statement of priorities). 2015 Sustainability Report (Sustainability of the supply chain).	

UrbanGrowth NSW Stakeholder participation FY14/15

The information has been collected for FY14/15. Data was obtained for our urban transformation projects and for any project meeting a Sustainability Report reporting milestone. Data was provided through discussions with relevant individuals from each project and development team. The table below provides a summary of our key stakeholders, our method of engaging with stakeholders and the issues discussed.

Stakeholders	Method	Issues
State and Federal Members of Parliament	<ul style="list-style-type: none"> • Briefings • Site tours 	<ul style="list-style-type: none"> • Priorities and coordination • Timeframes • Information sharing
State Agencies including Land & Housing Corporation, Transport for NSW, Department of Transport & Infrastructure, Department of Planning & Environment, Roads & Maritime Services, NSW Treasury, Department of Premier & Cabinet, Trade & Investment, Schools/Kindergartens	<ul style="list-style-type: none"> • Transport Steering and Working Group Meetings • Program Implementation Group • Communications Coordination Group • Stakeholder meetings and industry forums • Coordination Meetings • Workshops • Regular face-to-face meetings • Partner agency briefings 	<ul style="list-style-type: none"> • Interface issues e.g. transport system, heritage protection and adaptation, housing diversity, delivery models/frameworks, land use planning frameworks, utility planning and augmentation, community facilities provision • Statutory planning approvals • Delivery models/frameworks • Strategic framework for land management • Project updates
Councillors and local government staff	<ul style="list-style-type: none"> • Regular meetings • Project Control Group meetings • Information sessions and briefings • Site visits • Representation at Council meetings • Economic Forums • Meetings and workshops • Onsite meetings • Use of Council communication channels – web, news, events • Local Government Reference Group • Working group meetings 	<ul style="list-style-type: none"> • Planning, staging and delivery of 10,000 lots program • Ongoing consultation with council • Information sharing • Precinct planning • Coordination with Council projects • Planning, staging and delivery of projects
Utilities providing infrastructure (e.g. Sydney Water)	<ul style="list-style-type: none"> • Face-to-face meetings • Phone calls 	<ul style="list-style-type: none"> • Staging of infrastructure delivery • Interface issues
Industry/development community	<ul style="list-style-type: none"> • Industry and peak body briefings • Presentations at Property Council and UDIA other events • Workshops 	<ul style="list-style-type: none"> • Information sharing • Ongoing consultation
Community	<ul style="list-style-type: none"> • Face-to-face meetings • Community information, briefing sessions and study nights • Major consultation events • Community Liaison Group (CLG) Meetings • Ongoing construction notifications and communication • Community newsletter • Online feedback forms • Community Development Program • Phone calls/emails • International Summit • Discovery Day • Locality Leadership Forum • Sydneysiders Summit 	<ul style="list-style-type: none"> • Local community impacts including housing affordability, quality development, quality open spaces, connectivity and accessibility • Community initiatives • Community feedback and vision planning • Community participation and consultation • Provide project updates • Development of plans for precinct • Impacts on local infrastructure and properties • Interface issues and project updates • Construction of infrastructure Development of group homes in established suburbs
Aboriginal stakeholders	<ul style="list-style-type: none"> • Aboriginal Cultural Heritage Liaison Committee meetings 	<ul style="list-style-type: none"> • Coordination of preconstruction activities • Design of Aboriginal cultural heritage areas • Other indigenous matters