



Ingleside Precinct

Project Plan

8 August 2013

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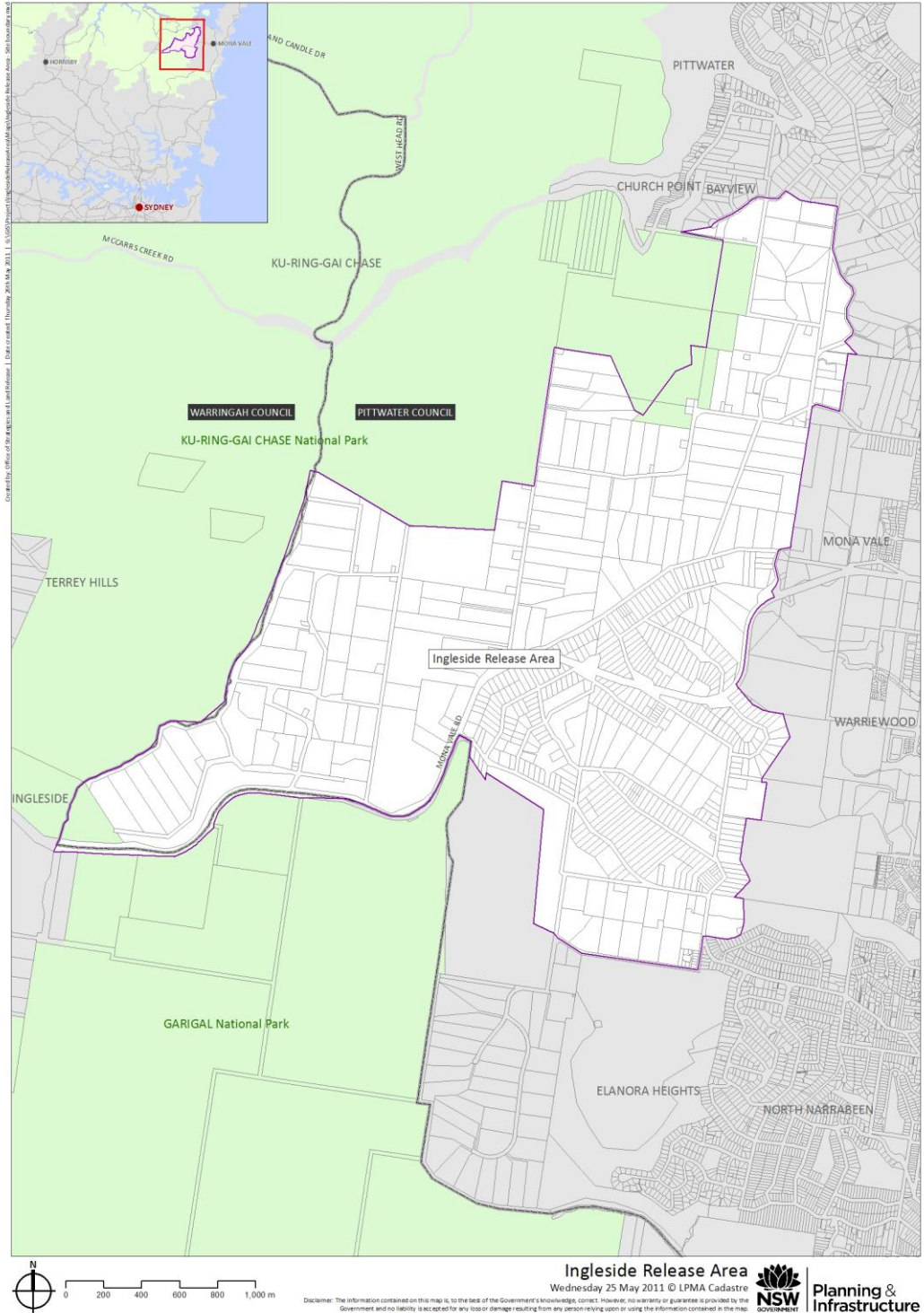
Glossary

Council	Pittwater Council
DCP	Development Control Plan
DP&I	Department of Planning and Infrastructure
EP&A Act	Environmental Planning and Assessment Act, 1979
IDP	Infrastructure Staging and Delivery Plan
ILP	Indicative Layout Plan
Minister	Minister for Infrastructure and Planning
PCG	Project Control Group
PWG	Precinct Working Group
Regulation	Environmental Planning and Assessment Regulation, 2000
SEPP	State Environmental Planning Policy

1 Introduction

This Project Plan establishes the Precinct Planning Process that will be applied to the Ingleside Release Area (Ingleside Precinct) in the North East Subregion and Pittwater Council Local Government Area.

Figure 1-1 Map of the Ingleside Precinct



The Minister for Planning and Infrastructure and Pittwater Council have agreed to undertake a Precinct Planning Process for the Ingleside Release Area to confirm development potential and to establish planning controls to enable development consistent with that potential.

Precinct Planning is well established in the Sydney Region Growth Centres and enacted via State Environmental Planning Policy (SEPP) (Sydney Region Growth Centres) 2006. Under this Policy the Government commits to funding studies, coordinating infrastructure and offers to fund Council resources. While Ingleside is not in the Growth Centres, Council and the State Government have agreed to model the planning for Ingleside on the Precinct Planning approach, led by the Department of Planning and Infrastructure (DP&I), in partnership with Pittwater Council ("Council"). UrbanGrowth NSW will contribute significant input on development feasibility, staging and infrastructure delivery and will also be part of the project management team.

1.1 The Purpose of this Plan

The purpose of the Project Plan is to provide a road map for the participants in the Precinct Planning Process and to provide certainty to landowners and the community on how the process will be run. When finalised, this Project Plan will be publicly available on the Department's web site.

This document sets out:

- The project's organisational structure, including the project team, roles and responsibilities;
- Background and context in which this project takes place;
- Key Deliverables for the project
- Stages in the process and associated milestones;
- An overview of the communications strategy, including key stakeholders;
- Procurement responsibilities
- A project budget; and
- A risk and change management plan.

2 Background and Planning Context

2.1 Overview of the Precinct Planning Process

The rezoning of Ingleside Precinct will utilise the Precinct Planning Process outlined in the Growth Centres Development Code (The Code). The Code was released in October 2006, to guide the Precinct Planning Process for the Growth Centres. The Development Code contains Precinct development parameters, guidelines for the preparation of an Indicative Layout Plan, including an environmental analysis of a Precinct and an urban form analysis for development of a Precinct. Further, the Development Code contains guidelines to assist in the preparation of a Development Control Plan for a Precinct.

The Development Code may be used as a reference document when undertaking all studies and in the Precinct Planning Process more generally.

The Precinct Planning Process ensures the orderly and efficient development of the land in accordance with statutory requirements. The Precinct Planning Process includes:

- Analysis of the environment and urban form to determine development parameters and issues that will need to be addressed before development application stage;
- Preparation of statutory plan and detailed development control plan within a defined timeframe;
- Incorporating consideration of development feasibility and development processes into land use and infrastructure planning;
- Co-ordinating infrastructure provision and agency requirements, including establishing funding arrangements;
- A comprehensive approach to community engagement throughout the process, in addition to statutory public exhibition of the draft precinct planning package; and
- Obtaining Precinct-level approvals for relevant integrated development and other statutory requirements, where appropriate.

The principles of the Precinct Planning Process are that it will:

- be streamlined;
- provide clear and unambiguous roles and responsibilities for parties involved in precinct planning;
- promote procedural fairness;
- promote probity and transparency;
- enable an appropriate level of flexibility to respond to changing circumstances;
- avoid duplication and multiple assessment of the same issue; and
- avoid unnecessary administration.

The Precinct Planning Process takes place in the context of key planning strategy which informs and guides this process, including the draft Metropolitan Strategy 2031, the Metropolitan Development Program and will need to consider alignment with the New Planning System.

2.2 Ingleside Precinct Background and Chronology

Ingleside Precinct is located within the Pittwater Local Government Area (LGA) and is approximately 700 hectares. The area adjoins the Garigal and Ku-ring-gai National Parks, the Ingleside/Warriewood Escarpment to the east and Ingleside Chase Reserve.

Within Ingleside there are three discernible areas for planning and infrastructure provision. These areas are referred to as South Ingleside (on the south side of Mona Vale Road), North Ingleside (on the north side of Mona Vale Road and east of Chiltern Road), and Wirreanda Valley (on the north side of Mona Vale Road, west of Chiltern Road)).

The Precinct currently has non-urban zoning under Pittwater Local Environmental Plan (LEP) 1993 which has a wide range of permissible activities. Current controls are struggling to ensure suitable outcomes in relation to the physical and environmental characteristics of the area and have resulted in complex mix of urban and non-urban development.

A mix of public and private land ownership exists in the Precinct. Approximately one third of the area is in State Government ownership. The Office of Strategic lands (OSL) owns a relatively large number of properties, mainly in South Ingleside. About 105 hectares in a number of parcels across Wirreanda Valley and North Ingleside is Crown Land. Private land holdings have fragmented ownership and are not currently consolidated.

Pittwater Council owns a portion of land in South Ingleside and the Ingleside Park/Warriewood Escarpment, abutting the south-western boundary of Ingleside. The rest of the land is in fragmented private ownership. Landowners in the street block of Wilga and Wilsons Streets (known as the Wilga-Wilson group) in South Ingleside have previously requested the rezoning of the area.

Since the area was originally identified for future urban growth, a variety of planning studies have been completed. The following is a chronology of the planning for Ingleside:

- 1991 Announced for urban development (listed on the Metropolitan Development Program)
- 1993 Pittwater Council commenced the preparation of a planning strategy for Ingleside and Warriewood
- 1995 Council completed investigation and exhibited a draft planning strategy for Ingleside and Warriewood
- 1998 Warriewood Valley release area commenced and Ingleside deferred by State Government
- 2006 Former Minister for Planning requested Council undertake preliminary investigations into land release in Ingleside
- 2007 The Department and Council commenced preparation of a scoping study for Ingleside
 - Government land owners engaged Landcom to investigate potential rezoning
 - Draft North East Subregional Strategy was released confirming Ingleside as the primary source of greenfield land supply for the subregion
- 2008 Further studies including a biodiversity assessment, a preliminary bushfire assessment and an aboriginal heritage study were prepared
 - RTA released the Mona Vale to Macquarie Park Corridor Strategy
 - Scoping study endorsed by Council indicating issues to be resolved
 - Consultation with key agencies on the potential rezoning of Ingleside
- 2009 Scoping Study for Ingleside completed and reported to Council, identifying a range of issues that must be considered in progressing planning investigations for Ingleside.

In May 2011, the Council approached the newly formed NSW Government to discuss the progression of a comprehensive Government led approach to planning for Ingleside. Following discussions, in November 2012 it was agreed that the Department would outline in

a letter to Council the Government's approach to land release and its potential application in Ingleside for Council's consideration. Council resolved (subject to matters to be considered as part of the process) at its meeting of 18 February 2013 to be involved in a Precinct Planning Process led and funded by the NSW Government.

2.3 Key Issues, Constraints and Opportunities

A number of significant issues will need to be addressed and managed through the Precinct Planning Process. Table 2-1 provides a preliminary summary of the key issues, constraints and opportunities which may have an impact on the project.

Table 2-1 Issues, Constraints and Opportunities

Key issues	Constraints	Opportunities
<ul style="list-style-type: none"> ▪ Dwelling yield and economic viability ▪ Availability of primary utilities infrastructure (particularly water, sewerage and electricity) and implications for the staging and costs of development ▪ Provision of transport infrastructure (Mona Vale Road and Powderworks Road in particular) ▪ Impacts on existing land use and integration with current land uses ▪ Risks to the program include engaging/facilitating timely input from state agencies and key stakeholders ▪ Probity risks should UrbanGrowth NSW's role develop from a planning-related function to delivery ▪ Funding over time of infrastructure 	<ul style="list-style-type: none"> ▪ Biodiversity ▪ Flooding ▪ Bush fire risk ▪ Riparian Corridors ▪ Heritage ▪ Urban interface, e.g. with existing residential land ▪ Existing capitalisation of some properties, particularly in North Ingleside ▪ Capacity of Powderworks Road ▪ Timing and upgrade of Mona Vale Road ▪ Infrastructure servicing ▪ Land capability and landscape ▪ Fragmented land ownership 	<ul style="list-style-type: none"> ▪ Protection of natural features and environmental attributes ▪ Public and private transport improvements including Mona Vale Road to Mona Vale ▪ New communities ▪ Improved access to centres ▪ Community services ▪ Market release, housing choice and affordability including affordable housing ▪ Recognition of local and State heritage, and indigenous heritage ▪ Strategic level approvals ▪ Coherent and coordinated development outcomes ▪ Certainty for landowners and community

3 Stakeholder Roles and Objectives in the Precinct Planning Process

The Precinct Planning Process will be led by the Department of Planning and Infrastructure, in partnership with Pittwater Council and UrbanGrowth NSW. The following sections outline the roles of these three key stakeholders.

3.1 Department of Planning and Infrastructure – Housing Delivery

The Precinct Planning Process will be led by the DP&I Greenfield Delivery team. The Greenfield Delivery team within DP&I have a key function of delivering the government's vision for urban release areas in Sydney.

In performing this task, DP&I objectives include:

- co-ordinating government agencies across a diverse range of fields, drawing them into the process in a pro-active manner;
- managing community and Government expectations of up-front infrastructure delivery, including roads, public transport, schools and hospitals;
- coordinating the sometimes disparate interests of landowners;
- simultaneously delivering multiple projects on a large scale;
- maintaining constructive relationships with Council throughout Precinct planning and land delivery phases;
- managing commercial risks to government through timely decisions about, and efficient procurement of, key infrastructure; and
- ensuring all aspects of the planning process are undertaken with due regard to probity.

3.2 Pittwater Council

Council has agreed to work in partnership with DP&I to complete the precinct planning process for Ingleside. Council's expert advice and technical knowledge of the area will be an invaluable contribution to the planning process.

Council will be responsible for assisting with infrastructure funding, planning and implementing the outcomes of the precinct planning process through assessment and approval of development proposals.

Council has expressed their aims and objectives through a Council resolution dated 18 February 2013, with requests that the planning process takes into account the following matters:

- the future protection and management of environmentally sensitive land, including environmental, biodiversity and creekline corridors;
- a sustainable and ecologically sensitive development form based on the highest standards;
- the threat from bushfire and provision of emergency access/egress e.g. bushfire
- the economic viability of the land release particularly associated with the findings of the report to Council on 19 October 2009;
- the extent of capitalisation evident in private landholdings in Ingleside;

- the need to upgrade Mona Vale Road and relevant intersections which would be exacerbated by any intensification of development in Ingleside;
- provision of a comprehensive waste water management proposal;
- comprehensive consideration of Powderworks Road and the impact and safety of its users and adjoining residents;
- delivery of infrastructure in a timely manner over the life of the development process
- financial risk to Council and the State Government if the development potential is not achieved or is delayed;
- uncertainty with the developer funded mechanisms;
- uncertainty with the implications of the programmed new Planning Act;
- maintaining ridge lines as areas of well designed landscaped areas dominated by trees rather than buildings;
- opportunities for provision of affordable housing;
- comprehensive community engagement process including the establishment of a Community based committee that will be regularly updated on issues, studies and progress of the Precinct Planning process.

These matters will be addressed through the Precinct Planning Process.

3.3 UrbanGrowth NSW

UrbanGrowth NSW will be a member of the Project Control Group and the Precinct Working Group. UrbanGrowth NSW will play an important role in assisting with the coordination of infrastructure delivery, assessing and advising on development feasibility and staging. It will also contribute development expertise to other aspects of the Precinct Planning Process and deliverables.

Landcom (now UrbanGrowth NSW) had previously commissioned studies for Ingleside relating to urban design, transport, development feasibility, and biodiversity. Understanding this information is a central part of the precinct planning process.

UrbanGrowth NSW is not a landowner within Ingleside Precinct; however the organisation has the capability to leverage development opportunities from surplus Government land. Such opportunities may be identified in the future and therefore it is necessary that appropriate probity arrangements must be in place to ensure transparency throughout the precinct planning process, whilst acknowledging the Premiers announcement M2013-01 UrbanGrowth NSW.

3.4 Summary of Stakeholders and Objectives

There are numerous state agency and community stakeholders that are critical to the precinct planning process. Table 7-1 summarise the key stakeholders and their objectives and interests in the project.

Table 3-1 Summary of Project Stakeholders and Objectives

Stakeholder	Objectives / Interests
<ul style="list-style-type: none"> ▪ The NSW Government 	<ul style="list-style-type: none"> ▪ Increased land supply to the market ▪ A coordinated approach to planning and development ▪ Other outcomes expressed through relevant State Government Departments and Offices (including DP&I)
<ul style="list-style-type: none"> ▪ Department of Planning and Infrastructure (DP&I) 	<ul style="list-style-type: none"> ▪ Increased land supply to the market ▪ Timely progression through Precinct Planning Process ▪ Coordinated involvement by other government agencies ▪ Timely delivery of infrastructure ▪ High degree of probity
<ul style="list-style-type: none"> ▪ Department of Arts, Sports and Recreation (DASR), which is part of Communities NSW 	<ul style="list-style-type: none"> ▪ Ensuring appropriate provision of Sports and Recreation facilities ▪ Social planning outcomes
<ul style="list-style-type: none"> ▪ Pittwater Council 	<ul style="list-style-type: none"> ▪ High degree of involvement in Precinct Planning Process ▪ High quality social, environmental and economic outcomes ▪ Increased land supply to the market ▪ Timely delivery of infrastructure at minimal financial risk ▪ Community involvement in Precinct Planning Process
<p>UrbanGrowth NSW</p>	<ul style="list-style-type: none"> ▪ Development feasibility outcomes ▪ Involvement in the Precinct Planning Process ▪ Implications of precinct planning on future development delivery, including timing
<p>Transport Agencies:</p> <ul style="list-style-type: none"> ▪ Transport for New South Wales (TfNSW) ▪ Roads and Maritime Services (RMS) 	<ul style="list-style-type: none"> ▪ Expected demand for transport infrastructure ▪ Timing of infrastructure delivery
<p>Environmental Agencies:</p> <ul style="list-style-type: none"> ▪ Office of Environment and Heritage ▪ NSW Office of Water, Department of Primary Industries 	<ul style="list-style-type: none"> ▪ Appropriate environmental protection ▪ Environmental planning outcomes
<p>Service Providers:</p> <ul style="list-style-type: none"> ▪ Department of Education and Communities (DEC) ▪ Department of Health (DoH) ▪ NSW Rural Fire Service (RFS) ▪ NSW Fire Brigade ▪ State Emergency Services ▪ Ambulance ▪ Police 	<ul style="list-style-type: none"> ▪ Timely delivery of infrastructure and services ▪ Planning for community service requirements ▪ Safety of current and future community (in relation to fire risk and access to emergency services) ▪ Social planning outcomes
<p>Utilities:</p> <ul style="list-style-type: none"> ▪ Sydney Water ▪ Energy Australia ▪ NBN ▪ Jemena 	<ul style="list-style-type: none"> ▪ Development coordinated with infrastructure delivery ▪ Timely and feasible delivery of infrastructure
<p>Governance:</p> <ul style="list-style-type: none"> ▪ Federal Member for Mackellar 	<ul style="list-style-type: none"> ▪ Increased land supply to the market for housing delivery

<ul style="list-style-type: none"> ▪ State Member for Pittwater ▪ Local Members 	<ul style="list-style-type: none"> ▪ Timely delivery of land to the market ▪ Development coordinated with infrastructure delivery ▪ High quality planning outcomes
<ul style="list-style-type: none"> ▪ Local Community 	<ul style="list-style-type: none"> ▪ Involvement in Precinct Planning Process ▪ Increased land supply to the market ▪ Timely, equitable and legible information ▪ High quality social, environmental and economic outcomes ▪ Early and appropriate provision of infrastructure ▪ Transparency in decision making
<ul style="list-style-type: none"> ▪ Landowners within the Precinct 	<ul style="list-style-type: none"> ▪ Timely resolution of planning process ▪ Active participation by all landowners ▪ Planning outcomes which facilitate financially viable development outcomes
<ul style="list-style-type: none"> ▪ Neighbouring landowners 	<ul style="list-style-type: none"> ▪ Concerned about impacts of staged development on adjoining lands, including the potential for land use conflicts
<ul style="list-style-type: none"> ▪ Interest groups and professional bodies including: PCA, UDIA, TEC, Historic Houses Trust 	<ul style="list-style-type: none"> ▪ Opportunities for members and ensuring quality planning and delivery outcomes
<ul style="list-style-type: none"> ▪ Media 	<ul style="list-style-type: none"> ▪ Keeping the public informed about the planning process ▪ Ensuring information is available to stakeholders

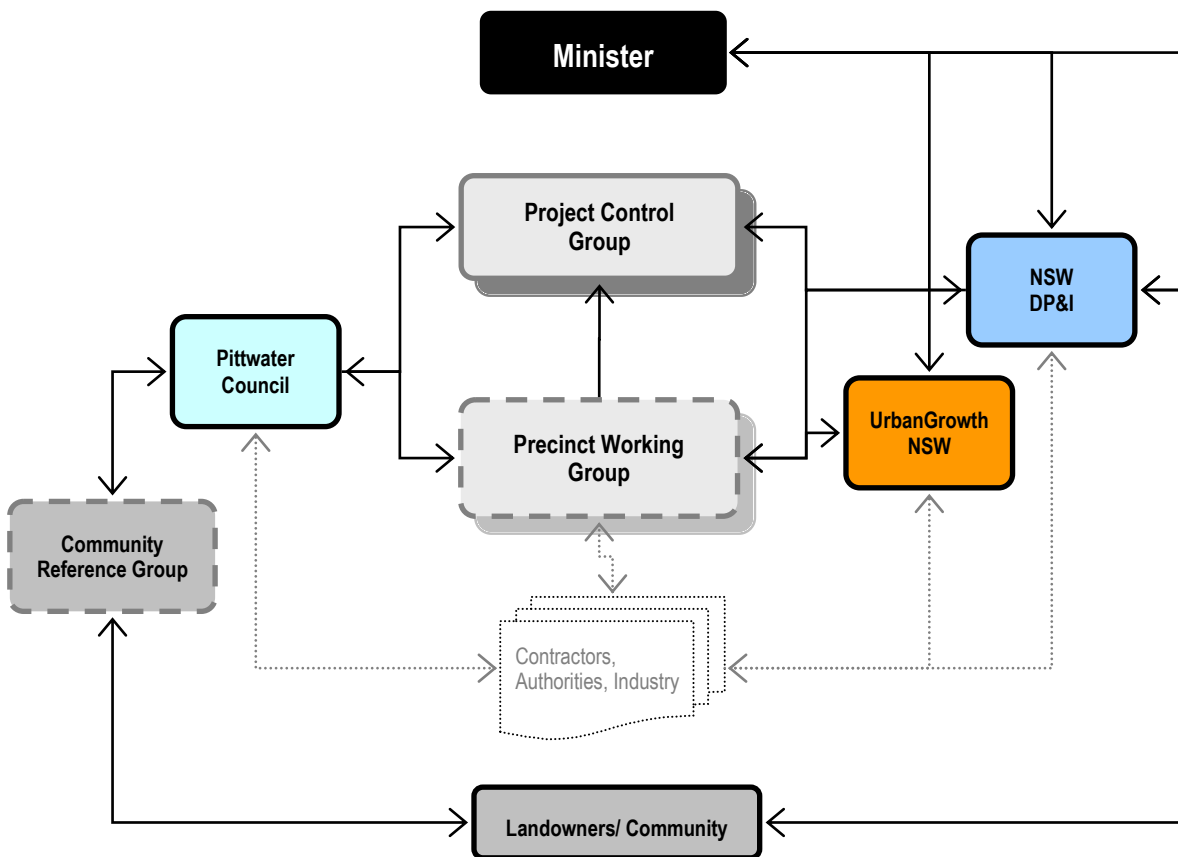
4 Project Management and Reporting

4.1 Project Organisation

The core project team consists of the Department of Planning and Infrastructure, Pittwater Council and UrbanGrowth NSW. The Precinct Planning Process will be administered by DP&I. The Department will retain the principal project management role and will ultimately be responsible for the project’s successful delivery. The Project will be based on respect for all parties’ opinions, comments and representations.

Consistent with the Precinct Planning Process a Project Control Group (PCG) and Precinct Working Group (PWG) will be established. Figure 4-1 shows the structure of the project team, reporting, and key personnel involved in Precinct planning. The chart highlights key communication lines, including key management and reporting directions.

Figure 4-1 Project Organisation Chart



4.2 Project Control Group

The Precinct Project Control Group (PCG) is responsible for providing direction to the Precinct Planning Process and overall delivery of the Precinct Planning documents. The members of the PCG will be:

- DP&I Project Director;
- DP&I Project Manager;
- DP&I Precinct Planner;
- Council Project Coordinator;
- Council's Manager Planning & Assessment; and
- UrbanGrowth General Manager and Project Coordinator.

Each of the core members may nominate alternates. Permanent replacement attendees may also be approved by the PCG.

Key functions of the PCG will be to:

- set the strategic directions for the process;
- act as an interface with the Council, UrbanGrowth NSW and DP&I Executive to ensure a smooth passage for the Precinct Plan;
- make key decisions about the Precinct Planning Process, including endorsement of the Indicative Layout Plan (ILP) and the Final Precinct Plan;
- report on all major decisions to the DP&I Executive, to Council and UrbanGrowth NSW;
- assist in negotiations with government authorities, and co-ordinate their input into the Precinct Planning Process;
- agree on a project program and ensure the project meets key milestones;
- ensure all work is completed to agreed standards by Council, DP&I, Urban Growth and contractors;
- review and adapt the Precinct Planning Process to address changing circumstances;
- oversee the delivery of the Community Participation Strategy, including determining matters to be discussed with the proposed Community Reference Group; and
- resolve disputes left unresolved by the Precinct Working Group.

In the event of issues remaining unresolved at the PCG level, the issue will be minuted and reported to the DP&I Executive, Council's General Manager, and UrbanGrowth's CEO to seek resolution.

Servicing of the PCG will be undertaken by the DP&I. This will include scheduling meetings, chairing meetings, preparation and distribution of agendas, status reports, minutes and other documentation.

The PCG is likely to meet on a monthly basis. The PCG may meet initially or at key stages more regularly. A meeting schedule for the life of the project program will be agreed at the first meeting of the PCG. Meetings will be held at DP&I's and Council's offices.

Items that will generally need to be covered in PCG reports and meetings are outlined in Appendix B.

4.3 Precinct Working Group

The Precinct Working Group (PWG) will be responsible for coordinating and providing technical information to the project specialist team. The PWG will guide the day to day operation and detail of the Precinct Planning Process. It is to be chaired by the DP&I Project Manager. Membership of the PWG may change as the Precinct Planning Process evolves through the different stages, but will generally include:

- DP&I Project Manager;
- DP&I Precinct Planning Officer;
- DP&I Project Officer administrative staff as required;
- Council's Project Coordinator and Planner;
- UrbanGrowth NSW's Project Coordinator and Project Manager;
- DP&I Sydney Region East Team, Regional Director (or delegate); and
- Agency and service provider representatives, specialist contractors and Council and UrbanGrowth technical staff, as required by invitation only.

The PWG will:

- assist the Project Director and Project Manager, as required;
- guide the day-to-day operation and detail of the Precinct Planning Process, including consultant work, preparing briefs for such work, and making recommendations for acceptance or otherwise of environmental studies; and
- provide technical advice, when requested.

It is proposed that the PWG will operate by consensus. If consensus cannot be achieved on any matter, the matter will be referred to the PCG for resolution.

The PWG will meet on a weekly or fortnightly basis as required. PWG meetings will be held at the offices of the DP&I or Council, noting that it may occasionally be desirable to meet in other locations, such as onsite or at the offices of UrbanGrowth or project contractors.

4.4 Project Team Overview

4.4.1 DP&I Precinct Project Manager

The Precinct Project Manager (Project Manager) is responsible for the day-to-day management of the project, and the successful completion of the Precinct Planning Process under the direction of the Project Director. This role will carry overall responsibility for the decision-making and the delivery of the Precinct Planning Process, including the performance of the project team, and delivery of the Precinct Plan within agreed timeframes and budgets. The Project Manager will work closely with the Council's Project Coordinator, other Council staff and UrbanGrowth NSW Project Coordinator to deliver the project.

Specifically, the Project Manager will:

- be appointed by the DP&I, and report directly to the DP&I Executive;
- coordinate the PCG, oversee the PWG, and undertake administrative tasks for the PCG as requested by the Project Director;
- make decisions about the day-to-day operation and detail of the Precinct Planning Process;
- be responsible in consultation with Council and UrbanGrowth for decisions to procure relevant specialist contractors to undertake work, where such contractors are to be contracted to the DP&I, including issuing briefs for such work;

- be responsible for the pro-active management of specialist contractors, appointed by the DP&I;
- be responsible for acceptance or otherwise of specialist studies relating to the precinct planning process;
- liaise with service providers and authorities to ensure that the Precinct Planning Process is efficient and proceeds in a timely fashion;
- liaise with and coordinate input from government agencies;
- liaise with the Probity Advisor and have responsibility for implementation of the Probity Plan;
- liaise with Council through the Council Project Coordinator;
- liaise with the UrbanGrowth NSW Project Coordinator;
- manage budget expenditure, including authorisation of invoices; and
- manage the procurement and tendering processes.

4.4.2 DP&I Precinct Planning Officer

The Precinct Project Manager will work closely with the Department's Precinct Planning Officer. Specifically, the Precinct Planning Officer will:

- be appointed by the DP&I, and report directly to the DP&I;
- coordinate the PWG and undertake administrative tasks for the PWG as requested by the Project Manager;
- assist the Project Manager to procure relevant specialist contractors to undertake work, where such contractors are to be contracted to the DP&I, including issuing drafting scope of works for such work;
- assist the Project Manager with the review and acceptance or otherwise of environmental studies, including from contractors contracted to the DP&I;
- assist with liaising with and coordinate input from government agencies;
- liaise with Council through the Council Project Coordinator ; and
- liaise with UrbanGrowth NSW through the UrbanGrowth Project Coordinator.

4.4.3 Council Project Coordinator

The DP&I will fund a Council appointed Project Coordinator to work alongside the Project Manager.

The Council Project Coordinator's role and responsibilities will include the following:

- represent Council and act as the principal Council contact in the Precinct Planning Process;
- work in close collaboration with the Precinct Project Manager;
- provide a 'whole of Council' point of view, in liaison with Council and DP&I officers, in the offices of either party, as necessary;
- understand and analyse the land use planning proposals presented by the master planner;
- provide development and planning advice and devise the strategy to meet the project outcomes;
- facilitate technical expertise from Council resources as necessary;
- coordination of, attendance at and actively contributing to the PCG and PWG meetings as required;
- report to the PCG including project progress, program and cost;

- ensure appropriate Council staff are updated on relevant issues arising from PCG and PWG meetings and facilitate prompt Council comment on any studies provided for review;
- liaise with DP&I regarding Council undertaking regular updates to stakeholders;
- coordinate and pro-actively manage the specialist contractors, as required and appointed by DP&I and/or Council.;
- review consultant briefs and reports in a timely manner on behalf of Council;
- facilitate and attend other meetings (including meetings with stakeholders and master planners) through the precinct planning process as necessary;
- manage and co-ordinate all activities to produce the project deliverables, including a Section 94 Plan (or similar framework), as they relate to Council;
- have an active role in Landowner consultation for the project including meetings and/or briefing sessions as required, and attend and assist with exhibition activities;
- update the community and the Ingleside Reference Group on matters authorised for discussion by the PCG;
- update and inform senior Council staff and elected Councillors about the progress of the Precinct Planning Process as agreed by the PCG;
- assist in developing timelines and agendas and actively contribute to the discussion, consideration and evaluation of options in the ongoing development of the planning package; and
- complete a monthly time and task schedule detailing the number of hours spent on each task to support monthly invoicing.

4.4.4 Council Staff

DP&I has requested assistance from Council staff which will be facilitated by the establishment of a Council Project Team. The key roles and responsibilities of Council's Project Team will be to:

- provide timely development and planning advice to assist the Project Manager and Council Project Coordinator throughout the Precinct Planning Process;
- collaborate with the DP&I community consultation team;
- ensure that local issues are considered throughout the Precinct Planning Process;
- attend PCG and PWG meetings and other meetings or workshops as required;
- foster a productive working relationship with the DP&I, Council Project Coordinator and relevant government agencies; and
- provide the Project Manager and Council Project Coordinator with necessary information and documentation as required.

4.4.5 UrbanGrowth NSW Project Coordinator

UrbanGrowth will appoint a Project Coordinator. The UrbanGrowth Project Coordinator's role and responsibilities will include the following:

- work with the DPI&I Precinct Project Manager;
- act as the principal UrbanGrowth contact for Precinct Planning, representing UrbanGrowth;
- provide a 'whole of UrbanGrowth' point of view, in liaison with Council and DP&I officers;

- understand and analyse the land use planning proposals presented by the master planner and/or landowners;
- provide development and planning advice and devise the strategy to meet the project outcomes;
- facilitate technical expertise from UrbanGrowth resources as necessary;
- coordination of, attendance at and actively contributing to the PCG and PWG meetings as required;
- report to the PCG including project progress, program and cost;
- ensure appropriate UrbanGrowth staff are updated on relevant issues arising from PCG and PWG meetings and facilitate prompt UrbanGrowth comment on any studies provided for review;
- coordination and pro-active management of the specialist contractors, as required and appointed by DP&I, UrbanGrowth and/or Council. This will ensure that work is completed in accordance with the technical requirements and timing indicated in the Specialist Consultants Terms of Reference, endorsing invoices prior to DP&I payment of claims and verifying expenditure is within fee budgets;
- review consultant briefs and reports in a timely manner on behalf of UrbanGrowth;
- facilitate and attend other meetings (including meetings with stakeholders and master planners) through the precinct planning process as necessary;
- manage and co-ordinate all activities to produce the project deliverables as they relate to UrbanGrowth NSW;
- have an role in Landowner consultation for the project including meetings and/or briefing sessions as required, and attend and assist with exhibition activities;
- co-ordination development feasibility incorporating environmental, social and economic inputs;
- participate in the PCG and PWG and ensure UrbanGrowth NSW specialist input to working group deliberations as required;
- be responsible for the procurement and management of relevant specialist contractors to undertake work, where such contractors are to be contracted by UrbanGrowth as agreed by the DP&I, ensure open communication between Urban Growth appointed contractors and the DP&I Precinct Project Manager and other Project Contractors as required;
- liaise with service providers and authorities;
- ensure sufficient developable land to meet costs associated with rezoning of the precinct;
- test assumptions through a rigorous financial model; and
- conduct industry soundings to ensure capability to market.

5 Scope of works

5.1 Key Deliverables

The key deliverables of the Precinct Planning Process are the following documents:

- A Precinct Planning Report and supporting background studies
- The Indicative Layout Plan (ILP).
- Statutory planning controls under a SEPP (or equivalent planning instrument under the New Planning System).
- A Development Control Plan (DCP) or equivalent under the New Planning System.
- A Development Contributions Plan or equivalent under the New Planning System.
- An Infrastructure Delivery Plan and identification of funding arrangements for infrastructure at the local and State/regional levels.

Preparation and endorsement of these documents is required to allow development applications to be assessed by Council.

5.2 Stages of the Precinct Planning Process

Table 5-1 sets out the key steps in the precinct planning process. Note some of the stages may occur concurrently. Further details of specific roles and responsibilities are provided in following sections.

Table 5-1 Stages of the Precinct Planning Process

Stage	Description
Stage 1	Establish the project team The DP&I, Council and UrbanGrowth NSW will form the Project Control Group. At the first meeting of the PCG a calendar of meeting dates will be agreed on.
Stage 2	Gain endorsement of Project Plan and Probity Plan Formal endorsement of the Project Plan is required by the PCG, recognising that the document will evolve during the Precinct Planning Process. Similarly the PCG will endorse the Probity Plan and will be the recipient of the Probity Compliance Report.
Stage 3	Establish Precinct Working Group (PWG) This group will consist of DP&I, Council, UrbanGrowth NSW. Membership of the PWG will fluctuate depending on issues for discussion at each meeting. Future meeting dates will be decided at the first PWG meeting.
Stage 4	Establish a Community Reference Group Council will advertise for committee members to form a Community Based Committee for this project. Council will initiate the first meeting of the Committee and will run the committee for the life of the project.
Stage 5	Undertake Gap Analysis A review of all technical information available, including previous feasibility studies will be completed. This task will occur concurrently with the project establishment tasks above. A report will be prepared outlining the findings of the study. This analysis will determine the number and scope of technical studies, in addition to those already undertaken, which are required as part of the Precinct Planning Process. It will also provide the basis for the Defining Character Areas Stage.
Stage 6	Undertake the procurement of Consultants Following the gap analysis specialist advice will be procured and funded by DPI&I. UrbanGrowth NSW may be responsible for engaging contractors to address development feasibility and infrastructure staging issues.

Stage	Description
<p>Stage 7</p>	<p>Define Character Areas and Overall Structure Plan</p> <p>The Gap Analysis report, preliminary urban form and constraints and opportunities analysis, land capability/suitability, infrastructure delivery, staging and costing analysis, and development yield analysis, will be used to further define the Precinct based on a deepened understanding of the constraints to development in the Area.</p> <p>This analysis will result in a Structure Plan for the whole Precinct, which defines broad land use and development outcomes and an overall urban form.</p> <p>A land owner workshop will be conducted to analyse the draft Structure Plan and confirm high level outcomes. The Community Reference Group will also participate in a workshop to obtain input from the broader community on the proposed outcomes.</p>
<p>Stage 8</p>	<p>Revise Scope, Program and Budget</p> <p>The program, budget and scope will be refined following the gap analysis and definition of development outcomes. Once complete, the final program should be embedded within this Project Plan and must be signed off by the PCG.</p>
<p>Stage 9</p>	<p>Government Agency Planning Focus Meetings/Workshops</p> <p>Workshops should occur at the outset to identify agency expectations. Agency representatives will need to attend the meetings and state any requirements. It is proposed to split the agencies into groups as required, addressing environmental agencies, transport agencies, human service agencies and utility providers in separate processes. One on one meetings will also occur, as required, to allow opportunity for detailed focused discussions. Joint meetings with agencies will be convened as required.</p>
<p>Stage 10</p>	<p>Community Workshops</p> <p>It is anticipated that the DP&I will facilitate up to three community workshops throughout the Precinct Planning Process. The initial session will be undertaken in the initial stages of ILP development. In this instance the sessions may incorporate an enquiry by design (EBD) component to gain landowner knowledge of the area and an understanding of landowner and community expectations. In addition to the workshops, the DP&I will also conduct an information session for land owners at the outset of the Precinct Planning Process.</p>
<p>Stage 11</p>	<p>Draft Indicative Layout Plan</p> <p>A draft ILP will be prepared upon completion of the consultant studies, informed by the work on a progressive basis as it is undertaken. The ILP preparation will be an iterative process, with a crucial step being the testing of the dwelling and density targets set by the DP&I for the Precinct. This stage will necessarily involve consultation with agencies through the PWG, and will be influenced by PWG comments and guidance. The PCG is responsible for the endorsement of the ILP.</p>
<p>Stage 12</p>	<p>Infrastructure Delivery Plan (IDP)</p> <p>The IDP will be prepared jointly by DP&I, Urban Growth and Council and will provide a summary of the servicing strategy and staging for the enabling infrastructure required to service the Precinct. The IDP will also outline how the Precinct can be serviced to ensure development occurs in accordance with the ILP. The IDP will be prepared in consultation with service providers.</p> <p>The work led by Urban Growth in relation to infrastructure and development feasibility, staging and cost-effectiveness will be the key input to this aspect of the Precinct Plan.</p>
<p>Stage 13</p>	<p>Infrastructure Funding / Contributions Framework</p> <p>As the physical design of the new community evolves, infrastructure cost items framework will emerge. Infrastructure planning needs to occur in conjunction with all relevant earlier stages of Precinct Planning, as these items need to be costed before the final draft ILP is agreed upon. The infrastructure funding framework will be discussed and agreed with Council and will be aligned with the new planning system requirements.</p>
<p>Stage 14</p>	<p>Agreement on Indicative Layout Plan</p> <p>The PCG will seek agreement from state government agencies and approval bodies on the ILP. This step provides certainty to allow the statutory and development controls to be drafted. Further work is required to determine the framework for achieving the formal approvals of the government agencies, particularly as they relate to confirming the ability to avoid requiring future concurrences. The ILP will consider the recommendations of the IDP. DP&I will lead this process.</p>

Stage	Description
Stage 15	Finalise Draft Precinct Planning Package Draft products to be finalised comprise a Precinct Planning Report, Draft ILP, a plain-English Explanation of the Intended Effect of the proposed planning controls, Draft DCP, Draft Section 94 Plan (or similar framework) and IDP. All draft products must be endorsed by the PCG and PWG before being submitted to the DP&I Executive for final approval and exhibition. Pittwater Council will also be briefed on the draft precinct planning package.
Stage 16	Public Exhibition DP&I will publicly exhibit the draft Precinct Planning package. Council will be responsible for exhibition of the Section 94 Plan (or similar framework), which is subject to a separate approval process. However, it is intended that all elements of the Precinct Plan, including the Section 94 Plan (or similar framework), will be exhibited at the same time.
Stage 17	Amendments to Reports Officers of DP&I, Council, and UrbanGrowth (as required) through the PWG, will review submissions to the exhibition, and make recommendations to the PCG for any necessary amendments to the documents.
Stage 18	Finalise Reports The final documentation needs to be endorsed by the PCG and referred to the DP&I Executive for final approval and endorsement by Council.
Stage 19	DP&I Report to Minister DP&I, working with Council, is to prepare the necessary briefings for the Minister to enable consideration of the draft plans.
Stage 20	Ministerial Approval/ Endorsement by Council After considering the Planning Report, the Minister approves, amends, or does not approve the Precinct Plan and the Council endorses or does not endorse the Precinct Plan. The Precinct DCP is to be adopted by the Director General of the DP&I, while the Section 94 Plan/s (or similar framework) is to be adopted by Council.
Stage 21	SEPP Amendment or Endorsement Statutory / legal affectation.

5.3 Master Planning and Specialist Technical Studies

A range of specialist input and technical studies are required to ensure that the planning framework documents are robust. Council and Landcom (now UrbanGrowth NSW) have previously undertaken a range of technical studies for the Precinct.

The technical studies will also contribute to higher quality planning outcomes by ensuring that Precinct Planning is comprehensive in its scope. Investigations or advice may be required in the following specialist areas:

- Urban design and master planning, incorporating landscape and visual analysis;
- Biodiversity and Riparian Corridor Assessment;
- Water Cycle Management and Flooding;
- Transport and access;
- Non-indigenous heritage;
- Indigenous heritage;
- Land capability, contamination and salinity;
- Bushfire;
- Infrastructure services;
- Community, recreation, cultural facilities and open space;
- Noise;
- Odour;
- Retail and employment; and

- Development feasibility.

Council and Landcom (now UrbanGrowth NSW) have already prepared a number of studies. These will be reviewed. This review process will determine any gaps and / or adequacy of the studies already undertaken to have input into the Precinct Planning Process. A detailed scope of works for technical studies and peer reviews, if required, will be developed by the PWG.

6 Project Program

6.1 Duration & Key Milestones

Precinct Planning is envisaged to take at least 18 months from the commencement of planning.

The key milestone dates referred to in Table 6-1 have been used to inform the preparation of a draft program (Appendix A). These dates are subject to Ministerial agreement to commence planning.

The program is an initial assessment of the work involved in preparing the various project documents, and has been prepared after identification of relevant work available and any work currently underway. It also reflects an assessment of the time involved in achieving government agency signoffs at the various stages. The draft program reflects a high degree of involvement by the DP&I in managing government agency participation in the Precinct Planning Process.

It is expected that the program will be updated and refined as the project progresses and best endeavours of all parties will be sought to maintain the program.

Achievement of these milestones will necessarily involve simultaneous execution of various tasks, rather than a strictly sequential process. This will have resource implications for the various approval authorities, including Council, and will require the availability of necessary resources at each stage in the process. It is anticipated that landowner consultation workshops will be undertaken at key points throughout the process in accordance with the Communications Strategy.

Table 6-1 Key Milestone Dates

Task	Time-frame	Indicative Dates
Agreement to release the area for planning – meeting between Minister of Planning and Pittwater Mayor and General Manager		29 May 2013
Reporting of administration & governance arrangements to Council		24 June 2013
Planning commences		1 July 2013
Probity Risk Assessment		
Consultants engaged	1-2 month	August 2013
Gap Analysis	1 month	July 2013
Define character areas and Structure Plan	2 month	August - September 2013
Consultants undertake studies and prepare reports	4 months	October 2013 - January 2014
Draft Indicative Layout Plan (ILP) (preferred)	1 month	February 2014
Final Draft ILP	2 months	March 2014
Pre Exhibition Probity Audit		
Exhibition of draft Precinct planning documents	1 month on display	July 2014
Precinct planning documents refined	3 months	August - October 2014
Final Precinct planning document drafting (legal and Parliamentary Counsel)	1 month	October 2014
Development Control Plan adopted		November 2014

Section 94 Plan (or equivalent) adopted		November 2014
SEPP gazetted or precinct endorsed		November 2014

Note that this program may apply only to those parts of the precinct which are identified for urban development. The program will be refined once the character areas and Structure Plan are confirmed.

7 Community Participation Strategy

Given the scale of the project and large number of direct and indirect stakeholders, a multi-layered approach to communication is required. This Strategy is based on an open approach to the sharing of information, obtaining input from stakeholders and ensuring equitable participation and access to information, and includes:

- An overview of the key stakeholders in the project.
- The objectives and strategy in relation to communication with stakeholder groups.

This Communications Strategy provides an overview of the plan to communicate with key audiences:

- During Precinct Planning.
- At exhibition.
- Post exhibition.
- Once the Precinct is rezoned.

A detailed Community Participation Plan is attached in Appendix C. This document will provide more detail about the communication process for this project. This plan will also outline key responsibilities for DP&I and Council in undertaking communications for this project.

7.1 Aims

The aims of this strategy are to:

- Engage with and inform key stakeholders, including community members and landowners during the Precinct Planning Process, exhibition and after rezoning.
- Ensure clear and consistent information is provided during the Precinct Planning Process, exhibition and after rezoning.
- Ensure these objectives are communicated in line with Government Policy including the State Plan, and Draft Metropolitan Strategy.

7.2 Key Messages

The following is a summary of the key messages about the Precinct Planning Process that will be communicated to landowners and stakeholders at the initial stakeholder information session and reiterated throughout the process:

- The process will involve land owners and the community: it will be inclusive and the emphasis will be on sharing information and a collaborative approach between the core project team and stakeholders.
- Communications will use plain English information about the Precinct Planning Process, including how long planning will take, what steps are involved, and opportunities for community input.
- DP&I and Council will explain to stakeholders what rezoning will apply and where, including ensuring that landowners understand that not all land will provide residential or commercial opportunities (i.e. some land is needed for purposes such as parks, roads, drainage, schools etc and some land is constrained and may not be suitable for urban development).
- DP&I will provide information for landowners about what occurs after rezoning and what to expect, such as who will develop the land, when will land proposed for public ownership (e.g. for parks) be acquired, how will development and land acquisition be

funded and what will be the impact of rezoning on land values and rates. In particular, that the development process is likely to occur over a number of years, and that some infrastructure will be staged in accordance with demand and feasibility.

- The Precinct Planning Process for Ingleside is a partnership between the Department of Planning and Infrastructure, Pittwater Council and UrbanGrowth NSW.
- The project team will uphold probity and provide transparency in the decision making process.

7.3 Delivery Mechanisms

7.3.1 General and ongoing

The following mechanisms will be employed throughout the process:

- **DP&I Website:** DP&I website will be regularly updated with text, maps, fact sheets and progress updates, it may also be possible to use the Growth Centres website (www.growthcentres.nsw.gov.au);
- **Pittwater Council Website:** Pittwater Council website will provide information about the Precinct and links to the relevant DP&I web page;
- Email subscription with email address dedicated to the Ingleside Precinct Planning Project, facilitated by Council;
- **Newsletters:** newsletters will be sent out every 2 – 3 months to all landowners outlining progress and other relevant information about planning and infrastructure;
- **Fact sheet:** detailing the key information about the Precinct;
- **Community Reference Group:** as a forum for community representatives to be included in the Precinct Planning Process, and on matters authorised by the PCG;
- **Agency briefings/workshops:** detailing the Precinct Planning Process , what has taken place so far, who is involved, indicative timing, discussion of key issues;
- **Other Precinct communications:** mention in regular updates, such as E-news;
- Department of Planning offices: Information will be available at the Department's offices in Parramatta and Sydney.
- **1300 Community Line:** A telephone line is staffed by Department of Planning and Infrastructure exhibitions staff from Monday to Friday 9am – 5pm, providing updates on Precinct Planning to community members and sending out information packs to landowners.
- **Landowner working groups/ information sessions:** Along with other activities during exhibition, information sessions are also planned during the early stages of the planning process, prior to and following public exhibition.
- **Regular updates to the Council:** Council's Project Coordinator to update Council on the progress and on matters authorised to be discussed by the PCG, through briefings or reports.
- **Councillor Briefing:** the Department would accept an invitation from Council to provide a briefing on the outcomes of the Precinct Planning Process prior to exhibition commencing; and
- **Media:** Press releases, interview and other media contact may be used at different stages of the process and will be coordinated through the Department's media unit with input from Council and UrbanGrowth NSW as appropriate.

7.3.2 Exhibition

The following mechanisms will be employed throughout the public exhibition process:

- Distribution of exhibition alerts as per previous Department of Planning and Infrastructure exhibitions:
 - A letter to all landowners and occupiers in the Ingleside Precinct, notifying of the exhibition via the post. The database would be obtained from the local council to ensure current contact details.
 - A letter to members of the Community Reference Group.
 - A letter to relevant stakeholders including industry, groups, State Agencies, Councils and Members of Parliament.
 - Advertisements in local and metropolitan newspapers.
 - Website update on the “What’s New” page, advising of exhibition.
 - An E-newsletter will be distributed to more than 1,000 email recipients.
- As outlined above, information sessions are planned for the early stages of public exhibition including pop-up stalls at locations more accessible to landowners.
- Link from Council’s websites and article in Council’s newsletters.
- Plain English Guide to Exhibition.
- Exhibition material at Council’s Customer Service Centres and Department of Planning and Infrastructure exhibition offices, and other local venues such as local libraries or a shopfront which are more accessible to landowners.
- Joint media releases and Ministerial announcement, complemented by fact sheets of numbers, key details and infrastructure delivery, to local and metropolitan media.

7.3.3 Gazettal/Rezoning

The following communication methods will be used following gazettal to advise land owners and other stakeholders that the Precinct Plans have been gazetted:

- Ministerial announcement/media release and fact sheets.
- Website update.
- E-news.
- Letters to landowners and surrounding landowners.
- Letters to relevant stakeholders (industry groups, State Agencies, Councils/MPs).

8 Budget and Procurement

The Project Manager will be responsible for preparing and maintaining the project budget. It has been agreed in principle that the Office of Strategic Lands (part of DP&I) will partly fund the Precinct Planning Process. However, the budget will be reviewed and refined once the gap analysis has been completed. A Probity Plan will also be prepared and attached as Appendix D.

The proposed / estimated budget for the Precinct Planning Process will report on four key areas:

- DP&I managed costs
- Council managed costs
- Urban Growth NSW managed costs

8.1 DP&I Managed Costs and Procurement

The DP&I's managed costs include:

- Project Management (Executive involvement, Precinct Project Manager, Precinct Planning Officer and Council Project Coordinator), procurement costs.
- Planning appointments.
- Procurement of technical contractors, their environmental investigations and peer reviews.
- Communications (DP&I Communications team and printing/exhibition/venue costs).
- Legal and Probity advice.

8.2 Council Managed Costs and Procurement

Council's managed costs include:

- Review/input to Technical Specialist Studies.
- Contribution to consultation costs
- Procurement of backfill position.
- Preparation of Section 94 Contributions Plan or similar framework.
- Provision of meeting rooms and facilities.
- Legal and Probity advice if necessary.
- Staff costs.

8.3 UrbanGrowth Managed Costs and Procurement

It is anticipated that UrbanGrowth will be responsible for procuring the gap analysis and technical specialist input relating to development feasibility and infrastructure servicing.

- Procurement of technical contractors, their environmental investigations and peer reviews, as required.
- Corporate costs.
- Provision of meeting rooms and facilities.
- Legal and Probity advice if necessary.

8.4 Cost Management

A Cost Management report is to be prepared by the Precinct Project Manager and reported monthly to the DP&I Executive. Budget variations will be approved by the DP&I.

9 Risk and Change Management

9.1 Change Management

Given the nature of the project and the range of stakeholders, management of change will be an important issue. A formal change management strategy for key documents, such as this Project Plan, will be implemented. In practice, this will involve regular review of the Project Plan to determine its ongoing relevance. Where changes to the Project Plan are deemed necessary, formal re-endorsement of the Project Plan will occur at the PCG.

The Precinct Project Manager will have day-to-day responsibility for management of change issues, and for communicating them to the wider project team. Effective management of this issue will assist with keeping all parties to the project “on the same page”, and demonstrating the effectiveness of the project to external stakeholders.

9.2 Risk Management

9.2.1 Objectives

A risk assessment and management plan has been prepared for the Precinct Planning process to prevent or minimise the extent to which risks translate into incidents.

The detailed aims of the risk assessment are to:

- prioritise and assess risks by being more specific and structured;
- maintain a rigorous and consistent process in order to meet current timeframes;
- have a collective sharing of understanding of risks that are common, and of mitigation options;
- consider the impact of heightened probity requirements;
- understand and implement mitigation strategies and their impact on timeline; and
- Determine processes for monitoring and review of risk plans.

9.2.2 Risk Management Process

Risk management is a consultative and collaborative process, to be led by DP&I involving Council and UrbanGrowth NSW, and includes:

- Confirmation of the project objectives and outcomes.
- Identification of risks to the achievement of the objectives and outcomes.
- Prioritisation or ranking of risks according to their potential impact on the project.
- Consideration of options for the management of the identified risks.
- Agreement on the actions to be implemented to manage the risks.
- Monitoring and review of the effectiveness of the management actions.
- Reviewing and updating of the identified risks and management actions periodically and as issues are identified throughout the planning process.

The risk assessment process will inform consultation with Council with the intent of agreeing on the range of risks, the risk rating and management actions. Management actions are aimed at both preventing risks from occurring and managing risks that do occur. The risk management table (Appendix E) is based on the preliminary risk assessment by the Department and includes:

- A list of the risks;

- A risk rating, based on the potential for the risk to occur (likelihood) and the consequences of its occurrence; and
- Suggested management actions for medium or high rated risks (low rated risks are able to be managed without the need for specific actions as part of the general management of planning activities by the Department).

9.2.3 Broader context

The broader context of this assessment has a number of overarching risks. They include a number of potential issues, described below, many of which are explored in the following table:

- Departmental changes;
- implementation of new planning system and subsequent changes to processes
- probity risk;
- public perception and expectations, and Government reputation;
- timing of planning processes, e.g. affected by political targets and development code targets;
- policy changes, e.g. application of section 94 to riparian lands and introduction of Waterfront Land Provisions in new Streamlining SEPP; cost implications to development, and uncertainty of process and product;
- politics, including interest of and leverage by Councillors, Local Members and Ministers, local politics, and the perception of undue influence;
- stakeholder relationships and management challenges;
- resourcing;
- implementation risk, such as Council not accepting adequacy of work;
- financial risk to Council of development contribution impacts
- media interest including distractions and delays, and political response and attitude to media;
- climate change (a global externality); and
- loss of investment/jobs.

9.3 Safety

All contractors and contractors working on the project and needing to access land will be required to complete their own Safety Plan and Job Safety Analysis. This will include a Work Method Statement and this documentation will be reviewed by the project team and, once complete, endorsed. The contractors will be nominated as principal contractor for the purpose of completing their task(s).

9.4 Quality Management

The overall responsibility for preparation of documentation to be reported at the PCG lies with the Precinct Project Manager. Where material is to enter the public domain, such as the ILP and the Precinct Plan, formal endorsement by the DP&I Executive and Council may be required.

The Project Manager, working with the PWG, will have day-to-day responsibility for managing quality issues relating to the production of consultant reports, communications documentation and planning documents.

The process of achieving client and key stakeholder review of the project's progress will be handled through the PCG and PWG meetings. General progress will also be reported to other stakeholders through a communications strategy.

9.5 Probity

A Probity Plan will be prepared independently as part of the project planning. This process is consistent with the approach adopted for previous precincts in the Growth Centres. The Probity Plan will address the NSW Independent Commission Against Corruption (ICAC) probity fundamentals and will be tailored to suit the circumstances of the Precinct. The purpose of the Probity Plan is to provide a framework which identifies the potential probity risks in the planning process and establishes procedures to minimise the impact of those risks. Probity audits will be undertaken during and at end of precinct planning.

Appendix A

Details of Project Program – *still to be approved by the Project Control Group*

Appendix B

PCG Reporting

Items that will generally need to be covered in PCG reports and meetings are outlined in the table below. The primary focus of the PCG will be decision making and to provide direction, as opposed to a briefing and progress report.

It is noted that the agenda and reporting requirements for the PCG may evolve as precinct planning progresses.

Table B-1 Items to be covered during PCG meetings

Item No	Description
1	<ul style="list-style-type: none">▪ Minutes of the Previous Meeting
2	<ul style="list-style-type: none">▪ Report from Precinct Working Group<ul style="list-style-type: none">– Progress/issues for information of PCG– Matters on which PWG requires PCG direction and/or approval
3	<ul style="list-style-type: none">▪ Precinct Plan / Statutory Plan / DCP / ILP / IDP<ul style="list-style-type: none">– Progress status update– Technical issues which may create impediments to the urban design– Report on the progress of consultant studies and urban design– Document any agreed changes to the previous position, including urban design changes as appropriate
4	<ul style="list-style-type: none">▪ Authorities and Government Agencies<ul style="list-style-type: none">– Report on the approvals / agreements required for each agency and assess progress– Need for any additional resources to secure the necessary agreements within the program, including those of greater seniority within the project
5	<ul style="list-style-type: none">▪ Communications
6	<ul style="list-style-type: none">▪ Program<ul style="list-style-type: none">– Report on progress against program, including a risk assessment of any issues likely to cause delays. Mitigation strategies should be agreed with the PCG and documented.
7	<ul style="list-style-type: none">▪ Cost<ul style="list-style-type: none">– Report on project costs and budget expenditure, including identification of any risks to the project budget
8	<ul style="list-style-type: none">▪ Probity update
9	<ul style="list-style-type: none">▪ General Business

Appendix C

Community Participation Plan – See separate document

Appendix D

Probity Plan – *To be inserted following adoption by the Project Control Group*

Appendix E

Risk Prioritisation and Mitigation Strategies

Appendix E - Risk Prioritisation and Mitigation Strategies

The following table identifies risks of highest likelihood and highest impact and identifies possible mitigation strategies. Risks should be monitored through the Project Manager's Performance meetings, held monthly with senior managers.

Risk	Consequences	Management actions
Implementation of new planning system and subsequent changes to processes	Current planning framework is no longer applicable Rezoning requires a different process Infrastructure funding framework is different Process is delayed due to changes	<ul style="list-style-type: none"> Ensure all planning is undertaken with the ability to be adapted to the new system Where necessary seek advice about how to enact rezoning through the new process Ensure all parties involved are aware of proposed changes and how it might change the process
Bush fire and flood risks reduce development potential	Amount of developable land is reduced Economic viability is compromised Additional resources are needed to mitigate risks	<ul style="list-style-type: none"> Undertake full review of existing studies and engage additional expert input to address issues at an early stage. Manage expectations of stakeholders and outline potential consequences. Consideration of bushfire regulations/criteria
Infrastructure provision impacts on development potential	Amount of developable land is reduced Economic viability is compromised	<ul style="list-style-type: none"> Undertake full review of existing studies and engage additional expert input to address issues at an early stage. Manage expectations of stakeholders and outline potential consequences.
Access to land is not available to complete investigations within the program or to sufficient standards	Program is delayed	<ul style="list-style-type: none"> Establish good relationships with landowners through effective communication of the need for access. Land access strategy to be developed for application across all Growth Centre precincts. Proceed with planning to meet program.
	Information is not sufficiently detailed to inform re-zoning	<ul style="list-style-type: none"> N/A
	Information is not sufficiently detailed to inform agency sign offs	<ul style="list-style-type: none"> Communicate with relevant agencies and Council to consider adequacy of information and develop strategy for achieving rezoning based on available information. Identify locations where further information is required and develop strategy for obtaining landowner access to enable investigations to proceed. Consider whether other information sources may be relied upon for

Risk	Consequences	Management actions
	Assumptions are required to inform re-zoning or approvals	<ul style="list-style-type: none"> planning decisions where field investigations can't be completed. Defer agency sign-offs for particular parts of the precinct to the subdivision stage. Consult with agencies and Council to determine what assumptions are reasonable as a basis for planning decisions. Identify and clearly document assumptions in Precinct Planning Report, including mapping of locations where decisions have been based on assumptions. Identify where further work is required to inform sign-offs or development consents, including mapping and documentation in Precinct Planning Report.
Probity perceptions and media reporting	Perceptions of bias in planning outcome	<ul style="list-style-type: none"> Probity Plan prepared independently as part of project planning. Probity responsibilities explained independently. Probity audits undertaken during and at end of precinct planning.
Availability of Project Management Resources	Internal project management restrictions. Time, scope, quality and budget management affected.	<ul style="list-style-type: none"> Executive commitment of full time Project Manager and Senior Project Management staff for during of precinct planning.
Procurement processes delay engagement of contractors	Program is delayed	<ul style="list-style-type: none"> Program to include lead times for consultant engagement based on knowledge of procurement processes. Alert management in advance to allow for additional procurement resources.
	Consultant resources unavailable	<ul style="list-style-type: none"> Provide clear information on timing requirements in consultant briefs. Ensure procurement is planned to meet timing requirements of the brief as much as possible. Consultant briefs are to ensure contractors have sufficient depth of resources to respond to changes in program and shifting workload.
Consultants do not meet timing requirements for delivery of information	Program is delayed	<ul style="list-style-type: none"> Consultant selection to include ability to deliver on time as a high priority criterion. Focus on delivery and program when briefing and communicating with contractors.

Risk	Consequences	Management actions
		<ul style="list-style-type: none"> • Consultant performance reporting to include consideration of timing. • Consider on-time delivery when processing payments. • Ensure DP&I inputs to consultant work are provided on time and are of appropriate quality.
Review of existing specialist studies identifies significant constraints to development.	Development potential of precinct is reduced	<ul style="list-style-type: none"> • Manage expectations of stakeholders and outline potential consequences.
	Increased complexity of agency approvals	<ul style="list-style-type: none"> • Early and ongoing consultation with agencies to agree on the findings of specialist studies and the level of constraint. • Consider need to escalate negotiations with agencies to resolve conflicts.
	Program is delayed	<ul style="list-style-type: none"> • Clearly scope and agree on the extent of additional work required to meet approval requirements. • Determine appropriateness of proceeding with SEPP amendment in the absence of agency sign-offs (defer sign-offs until post rezoning or to DA (subdivision) stage).
Aboriginal groups not effectively engaged	Resistance to findings and ILP	<ul style="list-style-type: none"> • Identify relevant Aboriginal groups/individuals through consultation, advertising and specialist advice. • Engage indigenous heritage specialist to undertake consultation process using DP&I as final sign-off on all advertisements and communications. • Clearly scope and agree with consultant on effective engagement of Aboriginal groups, and provide ongoing follow up as required. • Consult with relevant groups to identify their interest and level of knowledge specific to the precinct. • Negotiate involvement in fieldwork and other baseline tasks to match with interest and knowledge. • Consult with groups and individuals on draft ILP to refine conservation outcomes.
	Inability to achieve s.90 sign off or AHIPs	<ul style="list-style-type: none"> • Establish consultation and communication strategy for Aboriginal groups to ensure they are informed of study outcomes and the basis for decisions on conservation of Aboriginal heritage.

Risk	Consequences	Management actions
		<ul style="list-style-type: none"> • Involve OEH in communications with Aboriginal groups (either directly or through information). • Consider appropriateness of deferring s.90 consents to DA (subdivision) stage. • Determine whether partial sign-off (part of precinct or in principle approval) can be obtained. • Consider reviewing program for achievement of re-zoning to enable sign-off to be achieved.
	Poor publicity for DP&I	<ul style="list-style-type: none"> • Manage via Communications Strategy
Agency requirements for sign offs are more rigorous than anticipated	Scope of work and costs increase	<ul style="list-style-type: none"> • Consult with agencies as early as possible following completion of baseline studies to determine approval requirements and level of work required. • Negotiate appropriate level of assessment based on what is reasonable for re-zoning and subdivision approvals. • Consider appropriateness of achieving partial sign-off only or deferring sign-off to DA (subdivision) stage (based on value for money of government vs private sector expenditure).
	Timing for agency sign-offs does not match with overall program	<ul style="list-style-type: none"> • Consult with agencies as early as possible to commence negotiations required for sign-offs. • Consider need to defer sign-off to DA/subdivision stage or obtain partial or in principle sign-offs.
Agency approvals not obtained	Inability to fulfil commitments for land release	<ul style="list-style-type: none"> • Consider cost-effectiveness of achieving full sign-off in terms of government vs private sector expenditure.
contractors under-scope investigations	Cost increases through variations	<ul style="list-style-type: none"> • Include clear descriptions of the required scope of work to inform tenderers and enable them to scope their work appropriately. • Include assessment criteria to consider completeness of scope and specification of exclusions. • Ensure scope of work reflects understanding of the level of information required to inform necessary approvals. • Include budget contingencies to cover additional investigations (where possible). • Ensure scope of work is as comprehensive as possible to minimise the need for multiple fieldwork mobilisations.
	Insufficient information to support decisions	

Risk	Consequences	Management actions
ILP, SEPP, DCP or s.94 plan not prepared or supported by Council	Council does not support rezoning	<ul style="list-style-type: none"> Engage Council at officer level early in the planning process, including securing commitments of staff allocation to work on precinct planning. Include briefings to Councillors at key stages to ensure they are informed of precinct planning progress and outcomes. Facilitate two-way communication to ensure Council views are understood and incorporated (where appropriate) into precinct planning. Actively engage with landowners and community, and the Community Reference Group to ensure informed of progress and where appropriate outcomes at key stages
Strong community opposition to precinct plan	Poor publicity for DP&I	<ul style="list-style-type: none"> Manage via Communications Strategy. Actively engage with landowners and community, and the Community based committee to ensure informed of progress and where appropriate outcomes at key stages
	Local/ regional media interest and negative reporting	<ul style="list-style-type: none"> Manage via Communications Strategy.
Land acquisition costs significantly increase infrastructure costs	Cost of lot release to market is high	<ul style="list-style-type: none"> Review land area required for infrastructure and services iteratively with the development of the s.94 plan (or similar plan) to enable costs to be tracked and refined. Communicate with OEH and Council to negotiate land required for riparian setbacks, flooding and drainage and determine appropriate funding split. Concept design of physical infrastructure to provide reasonable accuracy of land area requirements and cost estimates.
Timing of essential infrastructure delivery does not match timing of land release	Infrastructure and services are not in place to meet demand	<ul style="list-style-type: none"> DP&I to facilitate ongoing communication with provider agencies to ensure they are aware of planning processes. Precinct IDP to define infrastructure requirements based on likely sequencing/timing of land release.
Government agencies reluctant to make commitments on	Implications for ILP preparation	<ul style="list-style-type: none"> IDP to be prepared that clearly defines infrastructure requirements (timing and location) related to development staging. DP&I to negotiate agreement from agencies to commit to infrastructure and service provision to the extent that budgeting,

Risk	Consequences	Management actions
provision of infrastructure timing or locations		<p>planning and Treasury processes allow.</p> <ul style="list-style-type: none"> • Where necessary, DP&I and other agency internal agreements are to be reached but public disclosure to be limited where confidentiality is required. • DP&I to ensure Precinct Proponent meets planning agreement commitment to prepare Infrastructure Servicing Strategy and Implementation Plan.
	Community reaction – perception that government land release commitments have not been met	<ul style="list-style-type: none"> • Where possible, precinct IDP is to identify infrastructure commitments of relevant agencies, and this is to be publicly available. • Negotiate with provider agencies to agree on how commitments or planning processes are to be made publicly available.
Council concern as to financial risks associated with government commitment to contributions method	Council not able to proceed due to financial risk	<ul style="list-style-type: none"> • Government commitment to a long term (life of land release) funding mechanism for local infrastructure.
Lobbying by landowners' representatives or other interested third party	<p>Improper influence on planning decisions.</p> <p>Media embarrassment for NSW Government and Local Council</p>	<ul style="list-style-type: none"> • Lobbyist Code of conduct & Department procedures adhered to. • Government and Council decision-making procedures followed and transparent. • Legal requirements re declaration of political donations adhered to. • PCG to oversee decision-making re all planning • Separation of DP&I and Council officers from lobbying activities.
Land capability and suitability prevent achievement of dwelling yield targets	Target dwelling yields for precinct are not met	<ul style="list-style-type: none"> • Determine constraints early, as first contractors commence work, and first ILP draft is prepared, to guide dwelling yield potential.
Land owner/ Precinct Proponent speculation based on structure plan not realised due to changes through	Negative land owner reaction at a political or DP&I level	<ul style="list-style-type: none"> • Establish clear communication with landowners throughout precinct planning process.

Risk	Consequences	Management actions
precinct planning		
Fragmented land ownership constrains infrastructure planning and lot layout	Constraints on staging of land release	<ul style="list-style-type: none"> • Determine constraints early, as first contractors commence work, and first ILP draft is prepared, to guide dwelling yield potential. • Maintain ongoing liaison with infrastructure providers.
	Land tenure not suited to facilitation of linear infrastructure provision	<ul style="list-style-type: none"> • Plan for ILP road layout and servicing to follow existing cadastre and road pattern as much as possible, to minimise the need for multiple acquisitions.