

Greater Sydney
Commission

Annual Report

2020/2021



Greater Sydney Commission Annual Report 2020/21

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Letter to the Premier

The Hon. Dominic Perrottet MP
Premier
GPO Box 5341
SYDNEY NSW 2001

28 October 2021

Dear Premier

We are pleased to submit for presentation to Parliament the Annual Report for the Greater Sydney Commission for the year ended 30 June 2021.

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

Yours sincerely



Geoff Roberts AM
Chief Commissioner



Elizabeth Mildwater
Chief Executive Officer



Acknowledgement of Country

The Greater Sydney Commission acknowledges the traditional owners of the lands in the Greater Sydney Metropolitan Area and the living culture of the traditional custodians of these lands. We recognise traditional owners have occupied and cared for this Country over countless generations and celebrate their continuing contribution to the life of Greater Sydney.



Contents

Letter to the Premier.....	3
Chief Commissioner's foreword	6
Chief Executive Officer's foreword	8
Commissioners.....	10
Ex-officio members.....	16
Highlights.....	21
The Greater Sydney Commission.....	27
Planning and delivering for Greater Sydney.....	33
Thought leadership and engagement.....	53
Strategic planning.....	59
Precincts and collaboration.....	63
Appendices.....	69
Audited Financial Statements.....	103
Index.....	146



Geoff Roberts AM

Chief Commissioner's foreword

On behalf of the Commissioners, ex-officio members and staff of the Greater Sydney Commission it is my pleasure to present the Commission's 2020/21 Annual Report.

This year has been another 12 months of tremendous disruption and challenges for our metropolis of three cities, but I have been inspired by Greater Sydney's ability to address a challenge, stay resilient and emerge with a positive focus on the future.

This was the theme and inspiration for one of the Commission's key publications this year: *City-shaping Icons of Greater Sydney*. It tells how, over the past 100 years or so, we responded to wars, economic hardships, drought, bushfires and flooding, social challenges and more by creating a better, more resilient and inclusive city through projects such as the Sydney Harbour Bridge, the City Circle rail network, Warragamba Dam and social housing. Legacy projects of the COVID era will include the Western Sydney International (Nancy Bird Walton) Airport and the Western Sydney Airport Metro. They will reshape the Western Parkland City by supporting greater access to education, employment, services, open space and other measures that will improve the lives of those it touches.

Greater Sydney's resilience, economic prosperity and growth have underpinned the Commission's wider agenda and achievements for 2020/21.

Firstly, I have been proud to welcome our new Chief Executive Officer, Elizabeth Mildwater.

Elizabeth joined the Commission from Transport for New South Wales, where she most recently served as Deputy Secretary, Greater Sydney, responsible for integrating transport modes to deliver customer-centred services and infrastructure for the Sydney metropolitan area.

Since joining the Commission in early 2021, Elizabeth has led the vital task of ensuring the Commission has the right structure and the right people to deliver on its key pillars of work: thought leadership, strategic planning and accelerating delivery of key precincts including Tech Central, Westmead, Macquarie Park and the Central Coast.

The Commission also commenced detailed program planning and management for the statutory review of the Greater Sydney Region Plan (GSRP) and the District Plans which are required to be updated in 2023. The first stage has been the development and public release of *Next Steps for Greater Sydney* that outlines the review process and includes a survey enabling the people of Greater Sydney to share their thoughts and ideas on the key issues they want the next generation of Plans to address.

This will be followed in 2022 by a mid-term strategic review, responses to which will shape preparation of a new draft Region Plan and draft District Plans, to be exhibited in 2023 for public feedback.

I'd also like to thank the Commission team that led assurance of Local Strategic Planning Statements (LSPS) for all 33 local government areas in Greater Sydney. The LSPS give effect to the GSRP and District Plans and will play an important role in the forthcoming review.

The Commission remains passionately committed to the future success of the Western Parkland City and a key program of work in 2020/21 involved delivery of the Western Sydney Place-based Infrastructure Compact, a key commitment of the Western Sydney City Deal.

Commission staff worked with representatives from more than 30 agencies across the NSW Government, utility providers and local councils in Western Sydney on the PIC which, subject to final recommendations, will support growth in jobs and homes, with planning for the infrastructure needed to create great places.

The Commission can be proud of its achievements on behalf of all who call Greater Sydney home and a great place to do business. I would like to close by offering my personal thanks to my fellow Commissioners, our CEO, Executive team, the staff of the GSC and our ex-officio Commission members for their ongoing commitment and hard work to make Greater Sydney more productive, liveable and sustainable.



Elizabeth Mildwater

Chief Executive Officer's foreword

I joined the Commission in January 2021. It is both an exciting and challenging time to be leading an agency tasked with planning for Greater Sydney's future.

As the Commission enters its sixth year and second phase of strategic planning for Greater Sydney, it is appropriate to review our goals and ways of working to ensure we are best placed to deliver against our objectives. This is, of course, in the broader context of climate change and a global pandemic, both of which will have profound and ongoing impacts and implications for our cities. As strategic planners we must sharpen our focus on the economic recovery, environmental sustainability and social inequalities alongside transport, land use and technological innovation.

For the Commission there have also been significant changes over the past year including some new responsibilities and leadership changes in response to those. To give shape to our work, we have developed three organising principles – thought leadership – strategic planning – precincts. Everything we do now is shaped around those principles.

Our first principle is city-shaping *thought leadership* that responds to the big issues raised by our city and our time. World class strategic engagement with our community, industry and government stakeholders; insights gleaned from consultation and research; and powerful and compelling communications enable the Commission to be an exemplar in collaboration, complex problem solving and forward thinking. These insights and research drive our second principle, leading *strategic planning* for Greater Sydney in both the Region and District Plans. The third principle is our leadership role in coordinating and accelerating the delivery of key *innovation precincts* across our metropolis.

These three principles will support Greater Sydney's continued evolution into three iconic cities, each with a global reputation as great places to live, work and play. They also underpin this year's Annual Report.

Our thought leadership work in this reporting period saw the Commission release two important papers: *City-shaping impacts of COVID-19* and *City-shaping icons of Greater Sydney*. These were followed by the second edition of *The Pulse of Greater Sydney* that further analysed impacts of COVID-19 and other key city-shaping metrics.

Foremost in our strategic planning has been planning for the formal review and update of the Greater Sydney Region Plan and the District Plans. This process culminating in 2023 will set out a refreshed 40-year vision and updated 20-year plan for Greater Sydney.

Through Tech Central and Westmead Health and Innovation District, we are putting our city-shaping expertise to the practical test, creating hubs for internationally recognised innovation in technology, creativity and medical research. These precincts will be home to future-focused industries, supported by a culture of pushing boundaries. By creating these spaces in our cities, we will harness and benefit from the extraordinary technological, social and economic potential of innovation and collaboration.

Our Precincts work is a source of both inspiration and aspiration. We are working across government and industry to find ways to empower bright minds to do great work and solve some of our most complex challenges. The NSW Government recently announced the Quantum Terminal, Tech Central's first collaboration space, which will bring together researchers, educators, developers, programmers and engineers with a focus on quantum science and tech. It's just one concrete example and a fitting reminder of the bright, bold future Greater Sydney has ahead of it.

All our work will continue to be underpinned by strong community engagement and collaboration with State and local government, peak groups and industry stakeholders. We are using the great relationships already established and developing new ones from our work with industries including the technology sector, new geographies like the Central Coast and our colleagues in State agencies including the Western Parkland City Authority, NSW Treasury and Investment NSW. We are also committed to strengthening our First Nations engagement and empowering young people to have a say on decisions that affect how they live and work in Greater Sydney in years to come.

I am optimistic about Greater Sydney's future and incredibly proud of what we have achieved this year. I would like to acknowledge the dedication and resilience of our Executive team, staff and Commissioners who every day demonstrate their passion and commitment to delivering quality outcomes for the people of our metropolis.

Commissioners



Geoff Roberts AM
Chief Commissioner

Geoff Roberts AM was appointed as Chief Commissioner in April 2020. Prior to this, Mr Roberts served as the Deputy Chief Commissioner and Economic Commissioner from late 2015.

He has more than 35 years of experience in Australia and overseas working on city strategy, governance and leadership. Over his career, Mr Roberts has been involved in, on behalf of governments and the private sector, the key economic challenges and opportunities facing cities. He has a deep history in decision-making around the delivery of integrated land use and infrastructure programs.

Mr Roberts led the negotiation of the Western Sydney City Deal on behalf of the NSW Government and played a pivotal role in this tri-government agreement reached in March 2018 between the Australian Government, the eight councils of the Western City and the NSW Government.

Mr Roberts is the Deputy Chair of the Board of the Western Parkland City Authority and also served as Chief Coordinator of the Western City from May 2018 until November 2019.

In November 2019, the NSW Government appointed Mr Roberts as Head of Global Relationships for NSW Treasury. He supported the delivery of international trade and investment strategy and enables a focused, collaborative and proactive approach across the government when engaging with top-tier investors both foreign and domestic. In April 2021, Mr Roberts became the Chief Investment Officer for Investment NSW, the state's newly formed agency driving new business, jobs and tourism for NSW.

In June 2019, Mr Roberts was made a Member of the Order of Australia in recognition of his significant service to urban planning and development. He also was the Planning Institute of Australia's National Planning Champion for 2019 and in September 2019 was conferred with an Honorary Doctorate by Western Sydney University in recognition of his work at the Commission.

Mr Roberts currently holds an Adjunct Professorship position in the City Futures Research Centre at the University of New South Wales. He is a passionate practitioner of collaboration and a regular public speaker.



Jackie Taranto
Economic Commissioner

Jackie Taranto was appointed as Economic Commissioner in September 2020.

Ms Taranto's role is primarily as an influencer, ensuring the Commission's plans and strategies have the necessary components to drive strong economic development. She is particularly focused on the accelerated activation of key innovation precincts. She is the commissioner lead for Westmead and the Central Coast, and currently chairs the Cyber Security Industry Advisory Group for the Western Parkland City Authority.

Ms Taranto is a seasoned business executive and entrepreneur who specialises in creating business collaboration opportunities and platforms to extract and build economic value out of timely deployment of technology and talent. She has over 30 years' experience across a range of industries including technology, advanced manufacturing, health and medical, finance and investment, research, infrastructure and international trade, and has served on boards and acted as advisors to numerous companies across these industries, both in Australia and globally.

The Commission would like to acknowledge former Environment Commissioner Emma Herd who resigned in May 2021.



Helen O'Loughlin
Social Commissioner

Helen O'Loughlin was appointed as Social Commissioner in September 2018.

Ms O'Loughlin has over 30 years' experience at a senior level in government and the not-for-profit sector initiating and driving strategic change in policy and strategy development, and program design and delivery. Her specialist expertise is in social and affordable housing, community development and urban strategic and social planning.

Ms O'Loughlin is a qualified town planner whose career has been focused on social policy and strategy, particularly housing, including roles with City of Sydney, NSW Department of Urban Affairs and Planning, Housing NSW, Department of Human Services, Department of Family and Community Services and more recently the not-for-profit Community Housing Sector at Evolve Housing. She graduated from UNSW with the University Medal in Town Planning.

She was the former Director of the NSW Centre for Affordable Housing, delivered the National Rental Affordability Scheme in NSW, chaired the COAG Local Government Housing subcommittee and was a member of the NSW Government's 2012 Ministerial Affordable Housing Taskforce. In her role as Social Commissioner, Ms O'Loughlin is working with the Commission's Youth Panel and a wide range of social and cultural infrastructure stakeholders across government, not-for-profit and private sectors and the wider community to deliver more liveable and equitable communities for residents of Greater Sydney.



Elizabeth Dibbs
Western City District
Commissioner

Liz Dibbs was appointed as Western City District Commissioner in September 2018.

Ms Dibbs brings diverse experience across the corporate, for-purpose and tertiary education sectors. She started her career as a commercial litigator with Mallesons Stephen Jaques in Sydney and Linklaters & Paines in London before becoming General Counsel and Partner at PwC.

In 2005, Ms Dibbs left the corporate sector motivated by a desire to join the for-purpose and government sectors in roles that focused on community building, education and health.

Ms Dibbs is the Deputy Chancellor of Western Sydney University, Chair of its Audit and Risk Committee, Chair of non-profit United Way Australia and a Governor of the Centenary Institute of Cancer Medicine and Cell Biology. She has previously been President of YWCA NSW, a director of YWCA Australia, a Council Member of Chief Executive Women and Chair of its Scholarship Committee.

She graduated from the University of Sydney with an Arts Law degree (with the University Medal in Law) and gained her Master of Laws (Hons 1) at Cambridge University.

In her Commissioner role, Ms Dibbs has chaired and supported key projects and collaborations across the District. She is a passionate advocate for the Western Parkland City, speaking regularly about the vision for the City and Aerotropolis.



Dr Deborah Dearing
North District and Eastern
City District Commissioner

Deborah Dearing was appointed as North District Commissioner in February 2016. She was reappointed to this role and the additional role of Eastern City District Commissioner in September 2018.

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

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

Dr Dearing has received numerous prestigious awards, including Fellowship of the Planning Institute of Australia, Life Fellowship of the Australian Institute of Architects for service to architecture and urban design, and the NAWIC Ryder Hunt Award for leadership in the Construction and Development Industry.

Dr Dearing is currently President of the NSW Architects Registration Board and a member of the Architects Accreditation Council of Australia, Sydney University's Henry Halloran Trust, and the Victorian Government's Design Review Panel.

At the Commission, Dr Dearing has worked with 18 councils across the North and Eastern City Districts to collaboratively develop and deliver the vision for the Eastern Harbour City.



Peter Poulet
Central City District and
South District Commissioner

Peter Poulet was appointed as Central City Commissioner in September 2018 and South District Commissioner in December 2019.

Mr Poulet aims to bring resilient, quality outcomes to the natural and built environments of the Districts by deploying design methods and thinking to connect, engage and empower communities.

Mr Poulet was the 23rd NSW Government Architect from 2012–2018, providing independent, impartial, whole-of-government perspective and advice on the built environment to achieve optimal architectural, urban design and environmental outcomes.

Mr Poulet refocused the role to work across sectors and disciplines and to promote good design of the built environment through advocacy, research, consultation, and guidance. This has driven the inclusion of a new ‘design object’ in the *Environmental Planning and Assessment Act*, the development of the State’s first design policy Better Placed and Greener Places and the establishment of the NSW State Design Review Panel.

A champion of collaborative links between the public and private sector, Mr Poulet has fostered design-led approaches across government, industry and academia, with his projects receiving numerous awards including the Horbury Hunt, the Blackett and an Australian Institute of Architects’ award.

Mr Poulet won the Sulman Award for Public Architecture at the NSW Architecture Awards 2020. He has also been made a Life Fellow for the Australian Institute of Architects.

He has over 30 years’ experience in both private and government architectural offices and was the inaugural State Architect of Tasmania 2009–2012.

Ex-officio members

Ex-officio members attend full Commission meetings to ensure planning and land-use decisions are coordinated across Government.



Tim Reardon
Secretary, NSW Department of Premier and Cabinet

Tim Reardon is the Secretary of the NSW Department of Premier and Cabinet. Since taking up the role in 2017, he has led delivery of the Government's priorities for the people of NSW, including customer service, driving digital technology, infrastructure delivery and transformation of the public service, with a strong focus on implementation and accountability.

Prior to Premier and Cabinet, Tim was the Secretary, Transport where he successfully led the Transport Cluster and its people on behalf of the NSW community. He was responsible for the delivery of the largest transport infrastructure and services pipeline in a generation.

Tim has worked in both government and the private sector in NSW and internationally.



Jim Betts
Secretary, NSW Department of Planning, Industry and Environment

Jim Betts is the Secretary for the NSW Department of Planning, Industry and Environment (DPIE). Appointed in April 2019, Jim leads a network of 10,000 public servants responsible for urban and regional planning, water, environmental protection, energy, Aboriginal outcomes, housing, property and local government.

Under Jim's leadership the department has undertaken transformational reform across a range of policy areas and service delivery priorities, in areas like planning reform, water security, better urban design, sustainability, climate change, biodiversity conservation and the transformation of the energy sector. Furthermore, the organisation proudly champions the values of kindness, inclusivity, creativity, collaboration and daring.

Jim joined DPIE after six years as CEO for Infrastructure NSW and five years as Secretary of the Victorian Transport Department.



Michael Pratt AM
Secretary, NSW Treasury

Michael Pratt AM was appointed as the 27th Secretary of NSW Treasury on 1 August 2017. The Treasury Cluster includes NSW Treasury, NSW Small Business Commission, NSW Procurement, NSW Treasury Corporation, iCare (Insurance & Care NSW) and SAS Trustee Corporation.

Michael Pratt was honoured as a Member of the Order of Australia (AM) in the Queen's Birthday 2016 Honours List. Michael was recognised as a role model for Australian society for providing significant service to public administration through reforms in customer service and communication and to the finance and banking industry. Michael was also awarded an Honorary Doctorate of Letters in April 2018 from Western Sydney University for his services to the University and to the wider community.

Prior to his role as the NSW Customer Service Commissioner Michael was CEO of Consumer and SME Banking, North East Asia, with Standard Chartered Bank. He is a former President of the Australian Institute of Banking & Finance and was the inaugural Joint President of Finsia. Michael's previous roles also include senior executive positions as Group Executive of Westpac Business & Consumer Banking, CEO of National Australia Bank in Australia, CEO of Bank of New Zealand and CEO of Bank of Melbourne. Michael was also Deputy Chancellor of Western Sydney University.



Rob Sharp
Secretary, Transport for NSW

As Secretary of Transport for NSW, Rob leads more than 25,000 people dedicated to making NSW a better place to live, work and visit by connecting people and communities. Working in partnership with the private sector, Transport is delivering a once-in-a-generation \$73 billion transport services and infrastructure program across NSW over the next four years, with a renewed focus on technology and innovation.

Rob has over 30 years' commercial and operational industry experience delivering across transport, infrastructure, technology and engineering operations. He brings a world-class track record in delivering exceptional customer experience and driving digital innovation. Rob held a number of executive roles at Qantas Airlines, and was responsible for all aspects of Virgin Australia Airlines' global operations.



Elizabeth Mildwater GAICD
Chief Executive Officer, Greater Sydney Commission

Elizabeth Mildwater commenced as Chief Executive Officer in January 2021.

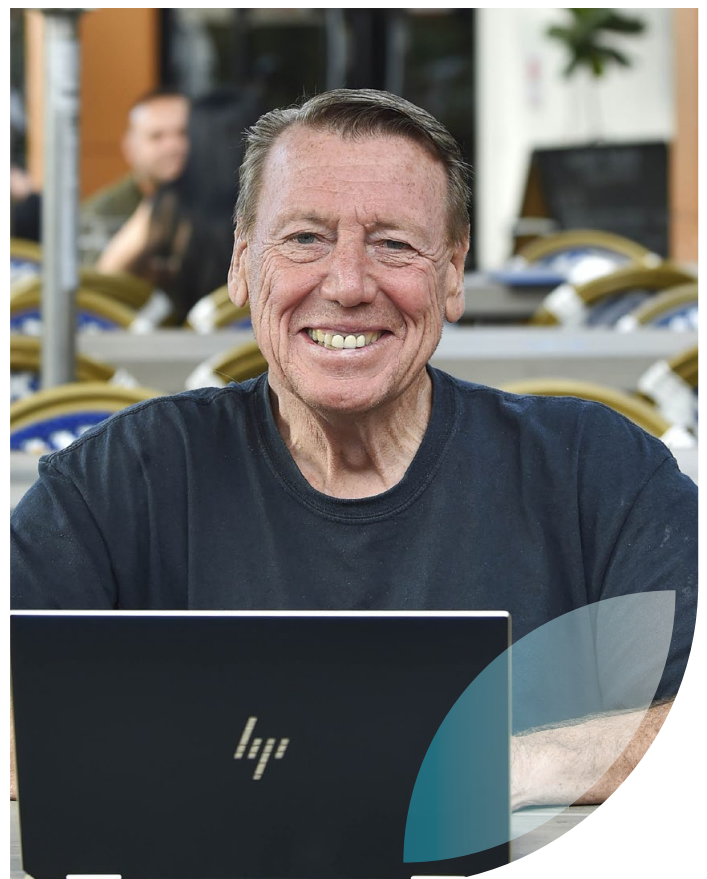
Prior to her appointment, Ms Mildwater was the Deputy Secretary, Greater Sydney at Transport for NSW (TfNSW), where she was responsible for integrating transport modes to deliver customer-centred services and infrastructure for the Sydney metropolitan area. She previously held the positions of Deputy Secretary of Customer Technology and Services and Deputy Secretary of People and Corporate Services at TfNSW.

Ms Mildwater's earlier executive roles included Director of Australian Programs for Save the Children Australia, leading a diverse workforce of over 500 people across Australia.

She also spent five years at Transurban as the Victorian Group General Manager with responsibility for the operations of CityLink in Melbourne.

Ms Mildwater has more than 30 years' management experience across customer services, legal, company secretarial, compliance, risk, management, human resources and general operations.

She holds degrees in Law and Economics, an MA in Contemporary Asian Analysis and has completed the Advanced Management Programme at Harvard Business School in the USA. She is also a member of the Australian Institute of Company Directors.





Newtown, Eastern City District



Highlights

Throughout 2020/21 the Commission conducted valuable research into the impacts of COVID-19 on Greater Sydney, commenced the Industrial Lands Policy Review, monitored progress of the Region and District Plans and celebrated excellence in planning. The Commission continued to build on its strong track record of engagement and collaboration by producing evidence-based research and thought leadership papers.

Co-creating a safer city for women and girls

The Greater Sydney Women's Safety Charter, launched in March 2020, celebrated its first anniversary in 2021 with membership growing to 70, including 20 new participants this financial year, and an active Community of Practice.

The Charter brings together businesses, government agencies, local councils, peak groups and not-for-profit organisations to take collective action to improve the safety of women and girls in Greater Sydney.

Innovation Precincts

Over the past 12 months, the Commission has worked closely with state and local government, agencies and industry stakeholders to harness the potential of Tech Central and Westmead Health and Innovation District.

In Tech Central, the Commission worked to map and activate key infrastructure, and accelerated the recommendations of the 2018 *Sydney Innovation and Technology Precinct Panel Report*. This progress will provide a clear plan for government, industry and the community and create unprecedented opportunity through affordable floorspace commitments.

In Westmead, the Commission supported Investment NSW in its framework agreement with the University of Sydney. The institution will be the District's education anchor, attracting more than 25,000 students and 2,500 staff by 2055.

Listening to the Central Coast community

In March 2021, the Commission released the *Central Coast Strategy – What we heard* report, detailing feedback from consultation with government agencies and key industry partners in the region, as well as community responses.

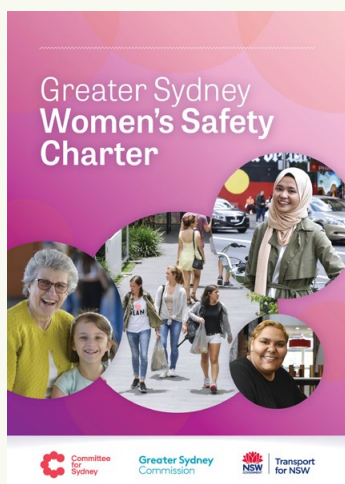
This feedback has informed the Central Coast Strategy due to be released later in 2021.

Acknowledging planning excellence and innovation across Greater Sydney

The Commission's annual Greater Sydney Planning Awards recognise collaborative, innovative and bold initiatives that will deliver benefits to communities, the economy and the environment in Greater Sydney.

Due to restrictions arising from the COVID-19 pandemic, the 2020 Awards were delayed four months and took place as an online interactive event in October 2020.

The 2021 Awards, held in June, included a new category of City-shaping during COVID-19. A record number of 62 entries, eight winners, eight commendations and a Chief Commissioner's Award were highlights of the 2021 event.



Appointment of a new Chief Executive Officer

In January 2021 Elizabeth Mildwater joined the Commission as its new CEO.

As former Deputy Secretary, Greater Sydney at Transport for NSW, Ms Mildwater brought to the Commission a deep understanding of how our metropolis moves and how infrastructure and growth must be coordinated.

Establishing a Place-based Infrastructure Compact in Western Sydney

The Commission established the Western Sydney Place-based Infrastructure Compact (PIC) program for the Western Parkland City in 2019 to better align growth with infrastructure in this rapidly transforming area of Greater Sydney.

Throughout 2020/21 a dedicated team worked with representatives from over 30 agencies across the NSW Government, utility providers and local councils in Western Sydney to drive delivery of the PIC program, supporting growth in jobs and homes, with planning for the infrastructure needed to create great places.

New voices on the Youth Panel

The Greater Sydney Commission Youth Panel provides insights on strategic planning issues affecting young people across Greater Sydney. Each District has two representatives with diverse backgrounds and experiences to help ensure a range of young voices are heard as part of the Commission's work.

With the departure of two of its inaugural Youth Panel members, the Commission welcomed Ms Deborah Prospero as the representative for the Eastern City District and Mr Joshua Karras for the South District.



Leading the Industrial Lands Policy Review

The Commission has commenced a review of the existing Industrial and Urban Services Land 'retain and manage' policy in collaboration with DPIE and NSW Treasury.

The Commission has established an inter-agency Project Review Group to engage a wide range of industry stakeholders, including peak organisations from the property and development sector, business organisations, local councils, and representatives from manufacturing, logistics, transport, retail, hospitality, and arts and culture.

Measuring the Pulse of Greater Sydney

The Pulse of Greater Sydney 2020 built and expanded upon the first report of the same name produced in 2019 to measure the implementation of the Greater Sydney Region Plan, A Metropolis of Three Cities, and five District Plans.

Prepared during the COVID-19 pandemic, *The Pulse* introduced four performance indicators to monitor progress in delivering the vision for Greater Sydney. The themes for the indicators were informed by broad engagement with community, State agencies and councils, together with social, environment and industry peak groups.

Producing evidence-based reviews into the impact of COVID-19 on Greater Sydney

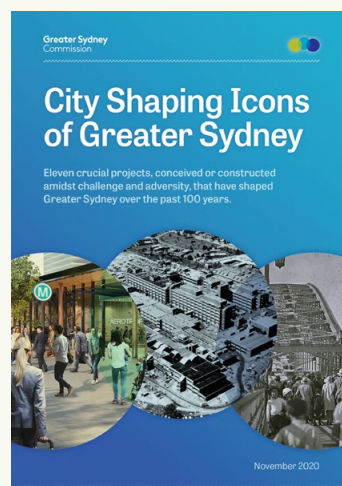
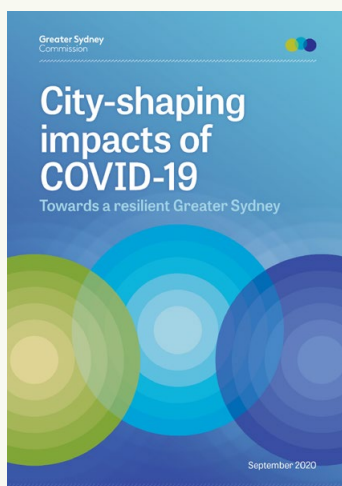
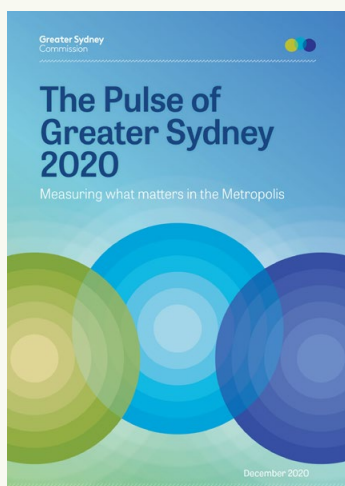
From early 2020 the impacts of COVID-19 were felt across Greater Sydney, through the virus itself and the restrictions put in place to reduce its transmission.

The Commission worked with stakeholders across Government to gather, examine and interpret data to investigate and communicate the changes and impacts on Greater Sydney. The Commission also spoke with Greater Sydney's 33 councils, industry and other stakeholders. Published in October 2020, the report *City-shaping impacts of COVID-19* identified several key areas of focus for decision-makers going forward.

Icons that shaped our city

In November 2021, the Commission published the *City-shaping icons of Greater Sydney* thought leadership paper, highlighting 11 crucial projects conceived or constructed amidst challenge and adversity, that have helped shape our city over the past 100 years.

These icons included the City Circle, Sydney Harbour Bridge, Warragamba Dam, Western Sydney Parklands and the Western Sydney Airport.









The Greater Sydney Commission

The Greater Sydney Commission was established through the *Greater Sydney Commission Act 2015* (*GSC Act*).

The Commission takes a collaborative ‘one government’ approach to lead and guide the strategic planning for development, infrastructure, employment, and housing so that Greater Sydney will be a liveable, productive, and sustainable city for all.

Section 9 of the *GSC Act* states that the Commission’s principal objectives are:

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

Further, section 10 of the *GSC Act* states that the Commission's functions are:

- (a) to provide advice and make recommendations to the Minister on matters relating to planning and development in the Greater Sydney Region
- (a1) to provide advice and make recommendations to the Minister administering this Act, and other Ministers with the approval of the Minister administering this Act, on matters relating to land use and infrastructure in the Greater Sydney Region
- (b) to prepare and provide reports to the Minister on the implementation (including any impediments to the implementation) of any plan or proposal relating to development in the Greater Sydney Region
- (c) to provide advice and make recommendations to the Minister on any impediments to the implementation of any plan or proposal relating to development in the Greater Sydney Region
- (c1) to provide progress and assurance reports to the Minister administering this Act, and other Ministers with the approval of the Minister administering this Act, on matters relating to the preparation and implementation of any plan or proposal relating to development in the Greater Sydney Region
- (d) to provide advice to the Minister on the application of any development fund created under section 7.35 of the *Planning Act* in respect of land in the Greater Sydney Region
- (e) to assist local councils in the Greater Sydney Region and other government agencies (including an agency of the Commonwealth) on the implementation of any plan or proposal relating to development in the Greater Sydney Region
- (f) to provide the Minister with such information, advice or reports as the Minister may request
- (f1) to provide the Minister administering the *Planning Act* with any information, advice or reports requested by the Minister administering the *Planning Act*
- (g) if requested to do so by a Minister other than the Minister administering this Act or the Minister administering the *Planning Act* (the *other Minister*), to provide the other Minister with such information, advice or reports as may be requested by the other Minister.

- (2) Any such other Minister must obtain the approval of the Minister administering this Act before making a request under subsection (1) (g)
- (3) The Commission has such other functions as are conferred or imposed on it by or under this or any other Act
- (4) Without limiting subsection (3), the Commission may exercise functions delegated to it under any Act.

The *Environmental Planning and Assessment Act 1979* (*EP&A Act*) states that:

- Councils in the Greater Sydney Region are required to obtain written advice of the Commission in support of a Local Strategic Planning Statement before it is made by council.
- The Minister for Planning and Public Spaces is required to consult with the Commission on any Local Environment Plan if the Minister believes it is likely to significantly affect implementation of the Greater Sydney Region Plan or District Plans.
- The Minister for Planning and Public Spaces is required to consult with the Commission on any State Environmental Planning Policies if the Minister believes it is likely to significantly affect implementation of the Greater Sydney Region Plan or District Plans.
- The Commission is required to review the Greater Sydney Region Plan at the end of 2023.

Governance Structure

Commissioners			Supported by
Chief Commissioner			Chief Executive Officer
District Commissioners <ul style="list-style-type: none">• Eastern City/North• Central City/South• Western City	Greater Sydney Commissioners <ul style="list-style-type: none">• Economic• Social• Environment	Ex-officio Members <ul style="list-style-type: none">• Secretary of NSW Department of Planning, Industry and Environment• Secretary of Transport for NSW• Secretary of Treasury• Secretary of Department of Premier and Cabinet• Chief Executive Officer, Greater Sydney Commission	
			<ul style="list-style-type: none">• Executive team• Support staff• Agency secondments• Local government secondments• Technical experts

Committees		
Finance and Governance <ul style="list-style-type: none"> • Chief Commissioner • Economic Commissioner • Social Commissioner • Environment Commissioner • Chief Executive Officer 	Infrastructure Delivery <ul style="list-style-type: none"> • Chief Commissioner • Economic Commissioner • Social Commissioner • Environment Commissioner • Ex-officio Members • Secretary of the Ministry of Health • Secretary of the Department of Education 	Strategic Planning <ul style="list-style-type: none"> • Chief Commissioner • Economic Commissioner • Social Commissioner • Environment Commissioner • District Commissioners



Governance

The Commission's governance structure is in accordance with the statutory requirements of the *GSC Act*.

The Commission is to consist of a Chief Commissioner, up to three Greater Sydney Commissioners, five District Commissioners and five ex-officio members, as shown in the figure on page 29.

Full Commission

The Greater Sydney Commission (referred to as the Full Commission) was established under the *GSC Act* and is responsible for providing expertise and advice on the effective implementation of the strategic plans for the Greater Sydney Region. The Full Commission is also responsible for the overall governance of its operations and must ensure the organisation as a whole complies with its contractual, statutory and other legal obligations. Its membership comprises the Chief Commissioner, Economic Commissioner, Environment Commissioner, Social Commissioner, District Commissioners and ex-officio members including Department Secretaries and the Commission's Chief Executive Officer.

Committees

The **Strategic Planning Committee** is responsible for providing strategic direction and governance oversight. If requested to do so by the Commission, the Committee is required to prepare draft strategic plans and provide information, advice and quarterly reports on the implementation of strategic plans for the Greater Sydney Region. In addition, the Strategic Planning Committee is required to advise and assist the Commission in connection with any of its other functions.

Its membership comprises the Chief Commissioner, Greater Sydney Commissioners and District Commissioners.

The **Infrastructure Delivery Committee** provides information, advice and regular reports on the infrastructure requirements to support housing and employment opportunities in the Greater Sydney region. The Infrastructure Delivery Committee is a key point of intersection and integration across multiple functions and departments of government.

Its membership comprises the Chief Commissioner, Greater Sydney Commissioners, the ex-officio members being the Secretaries of the Department of Premier and Cabinet, Department of Planning, Industry and Environment, Department of Transport, NSW Treasury and the CEO of the Commission along with the Secretaries of the Ministry of Health and the Department of Education, Department of Communities and Justice, Infrastructure NSW and Sydney Water attend as observers.

The **Finance and Governance Committee** is responsible for monitoring and reporting against the Greater Sydney Commission's statutory obligations, Government priorities, budget, governance and compliance.

In accordance with the *Government Sector Finance Act 2018 (GSF Act)*, the Commission has an Audit and Risk Committee, under a shared services agreement with the Department of Premier and Cabinet.


2020/21 Organisational Chart

Office of the Chief Executive				
Operations and Governance	Communications and engagement	City Planning Strategy	Projects	Precincts
<ul style="list-style-type: none"> Human resources Finance and ICT Legal and compliance 	<ul style="list-style-type: none"> Communications Engagement 	<ul style="list-style-type: none"> Strategic planning Research 	<ul style="list-style-type: none"> Special projects Collaboration Areas 	<ul style="list-style-type: none"> Precinct planning and coordination

Principal Officers	
Senior Officers	Qualifications
Elizabeth Mildwater (from January 2021) Chief Executive Officer	Master of Contemporary Asian Analysis Bachelor of Law Bachelor of Economics GAICD
Dr Sarah Hill (to August 2020) Chief Executive Officer	Doctor of Philosophy Master of Urban & Regional Planning (Hons) Bachelor of Science Certificate of UK Planning Law & Practice GAICD
Greg Woodhams Executive Director, Projects A/Chief Executive Officer (August 2020 to January 2021)	Master of Town and Country Planning Bachelor of Arts Diploma of Corporate Management
Wendy Were (from June 2021) Executive Director, Thought Leadership and Engagement	Doctor of Philosophy (Distinction) Bachelor of Arts (1st Class Hons)
Meredith Jones (to January 2021) A/Executive Director, Communications and Engagement	Master of Legal Studies Bachelor of Arts – English Literature
Craig Middleton (from February 2020 to June 2021) A/Executive Director, Communications and Engagement	Bachelor of Arts
Phil Skidmore A/Executive Director, Operations and Governance	Bachelor of Arts (Hons) Certified Practising Accountant Chartered Global Management Accountant
Chris Bennetts A/Executive Director, Precincts	Master of Information Technology Master of Business Administration Bachelor of Commerce
Stephanie Barker (to May 2021) Executive Director, City Planning Strategy	Master of Urban Regional Planning Bachelor of Science (Architecture)
Natalie Camilleri (to April 2021) Executive Director, City Planning Infrastructure	Master of Public Administration Bachelor of Town Planning (Medal, Hons 1)
Sarah Glennan (from September 2020 to January 2021) A/Executive Director, Projects	Master of Property Development Bachelor of Planning (Hons)
Tim Moore A/Executive Director, City Planning Strategy	Bachelor Urban and Regional Planning Graduate Diploma Urban Design



Wollondilly, Western City District



Planning and delivering for Greater Sydney

The Commission's priorities, as agreed by the Premier and Chief Commissioner, focus on providing independent advice, strategic oversight and coordination across government agencies and councils to implement the Region and District Plans.

Premier's Priorities and status summary

No	Priority	Progress
1	Provide independent advice to Government	Ongoing.
2	Implementation and assurance of plans The Commission will continue to coordinate implementation of the Greater Sydney Region Plan and assure key local and state plans, strategies and policies.	Ongoing. See page 41 for more.
3	Review and update plans The Commission will review and update the Greater Sydney Region Plan and District Plans simultaneously with Infrastructure NSW's State Infrastructure Strategy.	Ongoing. See page 59 for more.
4	Lead the accelerated delivery and coordination of key precincts The Commission will incorporate social and economic benefits as well as sustainability into the strategic development of each of the key precincts. <ul style="list-style-type: none"> • Technology Precinct from Central to Eveleigh, including Tech Central • Westmead Innovation Precinct, including Parramatta North • Macquarie Park Innovation District • Meadowbank Education Precinct 	Complete. See page 63 for more.
5	Develop a Central Coast Strategy The Commission will develop a Central Coast Strategy which outlines future opportunities for the region. This work includes consultations and engagement with key stakeholders.	Complete. See page 66 for more.
6	Other priorities Identify and implement initiatives consistent with the objectives and functions of the <i>Greater Sydney Commission Act 2015</i> .	Complete.

Implementing and monitoring the Region and District Plans

The Commission has a statutory requirement under the *Environmental Planning and Assessment Act 1979* to report on the implementation of the Region Plan and District Plans.

During 2020/21 the Commission completed a number of actions to report on monitoring and implementation of the Region Plan and District plans.

In 2020 the Commission published a Progress Report on implementation of actions which was designed to keep Sydneysiders informed on delivery of the plans. It found that work had been completed on eight of the 15 GSRP actions, with work continuing on the remaining seven.

The Progress Report was followed in December 2020 by The Pulse of Greater Sydney 2020. The Pulse measured implementation of the Region and District Plans through four Performance Indicators (identified through a Citizens Panel process).

The 2020 Pulse included a focus on the ways in which the COVID-19 pandemic, and government, business and social responses to it, are changing the way Greater Sydney functions. It identified challenges and opportunities to consider when the Region and District plans are updated.

The four Performance Indicators are:

- Jobs, education and housing
- 30-minute city
- Walkable places
- Addressing urban heat

The 2020 Pulse also included an extensive report on implementation of the actions of the five District Plans for the period July 2019 to November 2020.

Monitoring is also provided through the Greater Sydney Dashboard on the Commission's website, which includes further government data that is important to understanding what is happening across the metropolis.

Pulse of Greater Sydney 2021

This section of the Annual Report includes:

- report on the four Performance Indicators (compiled for the period to 30 June 2021)
- progress Report on GSRP Actions
- progress Report on District Plan implementation.

COVID-19 continues to impact the way Greater Sydney functions, with these trends reflected across most of the four Performance Indicators.

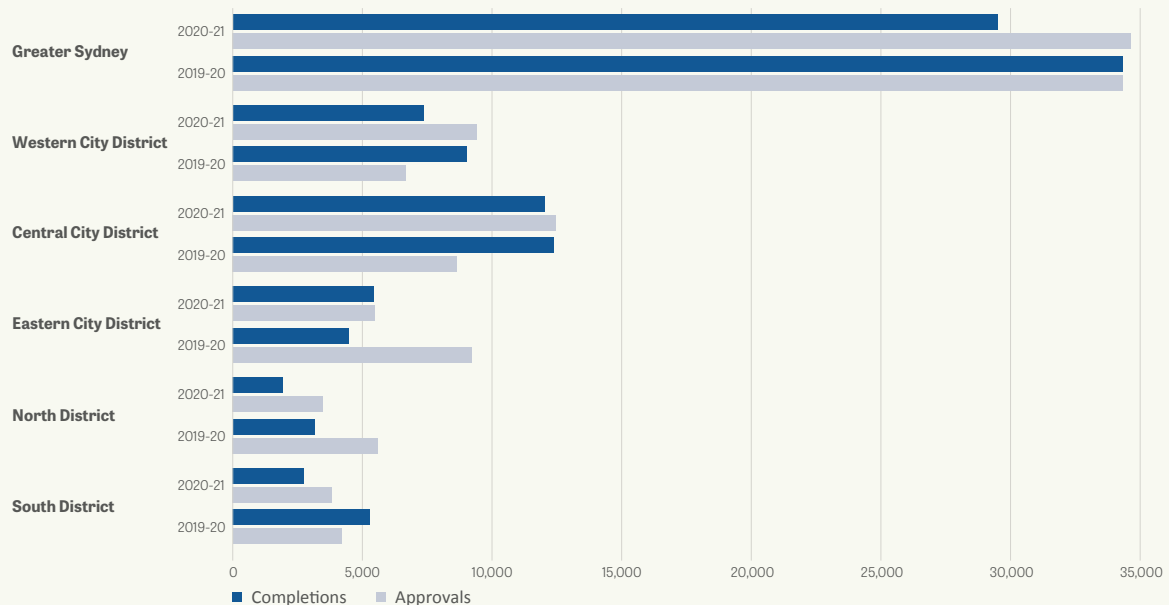
The Commission continues to analyse the trends resulting from the pandemic, seeking to identify and assess the longer-term impacts.



Jobs, education and housing

Purpose	Goal	Measure
This indicator monitors the spatial aspects of Greater Sydney's development: the places where jobs, education and housing are located. This is fundamental to understanding progress towards achieving the metropolis of three cities.	The goal is better alignment of jobs, education and housing opportunities across the three cities. For jobs and education, this means improving access to these opportunities alongside population growth. For housing, this means providing a diversity of housing types that respond to changing community preferences and needs at different life stages.	Housing approvals and completions in the five Greater Sydney districts.

Housing approvals and completions



Source: Sydney Housing Supply Forecast, DPIE

The public health and economic response to COVID-19 has had a significant impact on jobs, education and housing across Greater Sydney.

The unemployment rate for Greater Sydney¹ reached a pandemic high of 7.2% in July 2020 but then began to decline as more businesses resumed operations. By June 2021 the unemployment rate had fallen to 5% although it is predicted to increase in response to further lockdowns.

International tertiary student numbers declined dramatically for all universities and colleges in Greater Sydney during the 12 months to June 2021, with many domestic students continuing their courses remotely.

The housing sector has also been affected by COVID-19. In the 12 months to March 2021, approvals were steady compared to the previous year at 34,648. However,

housing completions in Greater Sydney continued to decline, dropping from 34,300 to 29,500. In May 2021 the NSW Government released the NSW Housing Strategy, which sets a 20-year vision for better housing outcomes. It includes a new Housing Strategy Implementation Unit to coordinate action across government agencies and report annually on the initiatives within the Strategy's action plans.

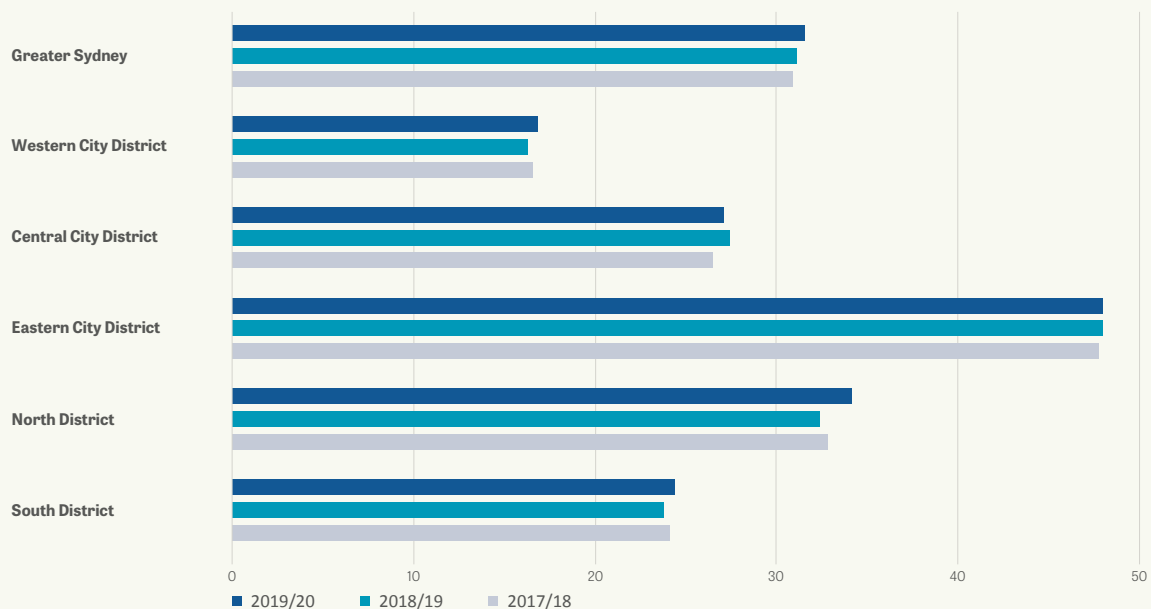
Working from home has been a profound change for many residents but one that has not been shared evenly across Greater Sydney. One-third of residents are unable to work from home, while 30% expect to continue with a hybrid working model in future years². Since the beginning of the COVID-19 pandemic, half of the workforce spent at least one day a week working from home.

¹ ABS data, includes Central Coast and Illawarra ² Ipsos GSRP Survey, 2021

30-minute city

Purpose	Goal	Measure
This indicator measures the proportion of residents able to reach their nearest metropolitan centre/ cluster, strategic or large local centre using public transport and/or walking within 30 minutes.	The goal is to improve connectivity within and between the three cities.	Percentage of dwellings within 30 minutes of a metropolitan or strategic centre using the Network Capability Tool

Walking (including to another mode of travel) as a portion of total trips



Source: Household Travel Survey (HTS) – Data by LGA

The goal of the 30-minute city underpins the vision of the Metropolis of Three Cities. This analysis, based on the Network Capability Tool developed by TfNSW, calculates 30-minute travel based on service provision and/or walking.

The percentage of dwellings located within 30 minutes of a metropolitan or strategic centre in Greater Sydney is revealing a positive trend since 2018, rising from 95.3% to 96.1%.

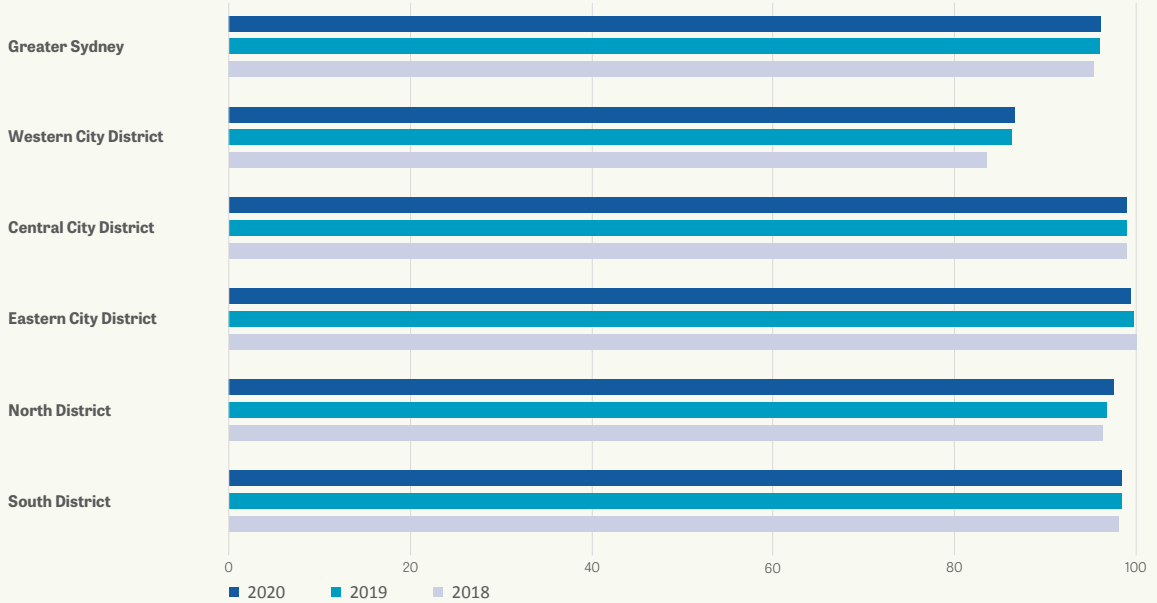
This analysis relates to the 6:00–10:00am weekday peak with no waiting time, using the Network Capability Tool.

Public transport use has been significantly affected by COVID-19 during the last year, with car travel rising. TfNSW research predicts a return to public transport after COVID. However, more than one quarter of residents (27%) expect to be driving a private vehicle more frequently, compared with 15% who expect to drive less often.

Walkable Places

Purpose	Goal	Measure
This indicator examines walking and cycling as modes of travel to understand their contribution to the liveability of a city.	The goal is more convenient walking and cycling access to schools, employment, shops and services, public transport and open space.	Proportion of trips by walking (updated)

Access to Strategic Centre or Metro Centre, no wait time, 6-10am timetable



Source: TfNSW network capability data

Walking and cycling can improve the way Greater Sydney functions by reducing congestion and transport-related pollution as well as enhancing people’s health and fitness.

A number of surveys, including by DPIE and TfNSW, indicate that residents are walking and cycling more since COVID-19. TfNSW research also reveals 29% of residents are more likely to walk to a destination that takes five minutes after COVID, compared to only 9% who say they are less likely. Resident research by the Commission found that 40% of residents are walking or cycling more in response to climate change.

Slightly less than half of Greater Sydney residents are within a five-minute walk of public transport, ranging from 56% in the Eastern City District, to 36% in the Western City District.

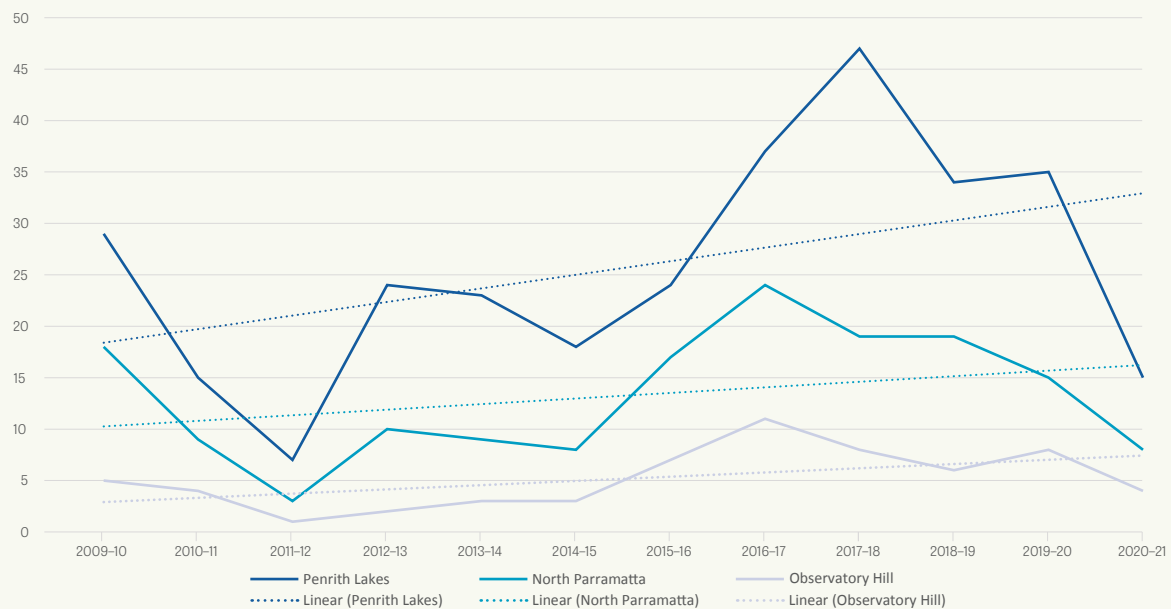
The Premier’s Priority for greener public spaces sets a goal of increasing the proportion of homes in urban areas within 10 minutes’ walk of quality green, open and public space by 10% by 2023.

By June 2021, 125,185 homes within Greater Sydney had benefited from being within 10 minutes’ walk of a new or improved public space. This is over 50% of the target to benefit 230,000 homes in urban areas by June 2023.

Addressing urban heat

Purpose	Goal	Measure
This indicator helps to understand the value of green infrastructure such as tree canopy, vegetation and waterways in reducing the impact of extreme heat on people's health and improving local amenity.	The goal is to increase the contribution that the urban tree canopy and water in the landscape can make to the quality of public places, streets and open spaces which improves amenity.	Number of hot days (at or above 35°C) (updated)

Number of days over 35°C (July 2009 – June 2021)



Source: Bureau of Meteorology

Summer in 2020/21 was cooler than many recent years, with significantly fewer days over 35°C recorded. It can be viewed as an anomaly and preparation for more extreme heat events is required.

Research has identified a number of practices which can be implemented at the landscape level to mitigate the impact of urban heat. These include increasing tree cover, water-sensitive urban design and use of permeable surfaces. Other actions can be implemented at the building level including cool roofs, high albedo materials which reflect more sunlight, shading of exposed areas such as car parks and improved ventilation of public spaces. Such practices are being implemented in areas of higher risk in the Central and Western Cities. For example:

- Cumberland City Council retrofitted Memorial Park Playground, Merrylands, to improve thermal comfort and reduce ultraviolet radiation.
- City of Parramatta has trialled a “cool roads” project, lightening the colour of asphalt with a sealant to minimise the build-up of heat.
- Tree planting programs funded by the NSW Government have added 233,000 new trees in the Western City District and 202,000 in the Central City District.



Future approaches to monitoring and evaluation

In 2021 the Commission began to review its monitoring and evaluation approach to better assess the implementation of the Region and District Plans. It will also provide insights for residents and stakeholders seeking a more informed understanding of how Greater Sydney is functioning, and where improvement may be possible.

The Commission will undertake an evaluation of the implementation of the Region Plan that will provide important information for the update and review of the GSRP.

Progress on implementation of the plans

The Region Plan has 15 actions to be delivered by the Commission, State agencies, the Australian Government and councils. Each action has a lead agency, in some cases with supporting State agencies and/or councils.

More information on implementation progress is available on the Commission's website.



Summary of progress on the Actions of the Greater Sydney Region Plan (as at 30 June 2021)

No	Action	Lead Agency	Status
1	Identify, prioritise and deliver Collaboration Areas	The Commission	Complete
2	Coordinate land use and infrastructure for the Western City District	The Commission	Ongoing
3	Prepare housing strategies	Councils, DPIE, the Commission	Ongoing
4	Develop 6-10 year housing targets	The Commission, councils	Complete
5	Implement Affordable Rental Housing Targets	The Commission, councils	Ongoing
6	Collaborate to deliver the Greater Parramatta and the Olympic Peninsula vision	The Commission, DPIE, councils	Complete
7	Develop a place-based infrastructure compact for Greater Parramatta and the Olympic Peninsula	The Commission, DPIE, councils	Complete
8	Support the growth of the Camperdown-Ultimo Collaboration Area	The Commission	Complete
9	Collaborate to deliver the Western Sydney City Deal (WSCD)	Australian Government, NSW Government, councils	Ongoing
10	Facilitate whole-of-government place-based outcomes through Collaboration Areas for targeted centres, including Liverpool, Greater Penrith and Randwick	The Commission	Complete
11	Review and plan for industrial and urban services land	The Commission	Complete
12	Develop and implement the South Creek Corridor Project	DPIE	Ongoing
13	Develop the Commission's role in peer reviewing key land use and infrastructure plans prepared by DPIE to provide assurance to the community that robust planning is being undertaken across Greater Sydney consistent with the Region and District Plans	The Commission	Complete
14	Develop performance indicators in consultation with State agencies and councils that measure the 10 Directions to inform inter-agency, State and local government decision-making	The Commission, TfNSW, INSW, NSW Health, NSW Department of Education, councils	Complete
15	Develop detailed monitoring and reporting of housing and employment in Greater Sydney	DPIE, councils	Ongoing

Summary of progress on the implementation of the District Plans (as at 30 June 2021)

Reporting on the implementation of the District Plans shows how Greater Sydney is changing on a district-by-district level. This year's reporting highlights the investment in resources and funding of programs by the NSW Government and councils to support implementation of the Region and District Plans.

District Plans are supported by Local Strategic Planning Statements (LSPS), which contain planning priorities and actions to support the Region and District Plans at the local level. Each is informed by councils' Community Strategic Plans.

Each council's LSPS sets out the 20-year vision for a Local Government Area (LGA), demonstrates how change will be managed and identifies local priorities for updating each council's Local Environmental Plans (LEP).

This section provides an overview of District-specific programs and planning using the four themes of the District Plans – infrastructure and collaboration, liveability, productivity and sustainability.

Western City District

The Western City District comprises the eight LGAs of Blue Mountains, Camden, Campbelltown, Fairfield, Liverpool, Penrith, Wollondilly and Hawkesbury.



Infrastructure and collaboration

Planning Priority:
W1 (Actions 1–6)
W2 (A 7–8)

- **Western Sydney City Deal:** early works construction on the \$11 billion Sydney Metro Western Sydney Airport project began in December 2020. Jointly funded by the Australian and NSW governments it will connect St Marys through to the new airport and the Western Sydney Aerotropolis. Rail for the Western Parkland City is one of the commitments of the City Deal.
- **Housing Acceleration Fund (HAF):** NSW Government funding for infrastructure will support 42,000 new homes.
- **Special Infrastructure Contributions (SIC):** nearly \$100m in developer contributions has been collected.
- **NSW Health:** works are underway for the Liverpool Health and Academic Precinct (\$740m), Campbelltown Hospital Redevelopment – Stage 2 (\$632m), and Nepean Hospital Redevelopment – Stage 1 (\$550m).
- **M12 Motorway:** Planning is underway for the M12 Motorway, with construction to commence mid-2022. As part of the Western Sydney Infrastructure Plan, this new east-west motorway will provide an efficient connection between the Western Sydney Airport and Sydney's motorway network.
- **Freight Connectivity in Western Sydney:** Work on finalising and protecting the eastern end of the Western Sydney Freight Line and Intermodal Terminal access is underway. This will address high-capacity freight connectivity between Western Sydney and the Sydney Metropolitan Freight Network as the Western Parkland City experiences rapid population growth.
- **School Infrastructure NSW:** five upgrades and three new schools completed. This was in addition to 15 upgrade and 11 new school infrastructure projects in planning or underway.



Liveability

Planning Priority:
W3 (Actions 9–10)
W4 (A 11–16)
W5 (A 17–18)
W6 (A 19–23)

- **Local Housing Strategies (LHSs):** seven councils submitted LHSs for endorsement, with Fairfield submitting a draft LHS which is expected to be exhibited in late 2021. DPIE has endorsed the LHSs for Blue Mountains and Camden.
- NSW Government funding has supported liveability projects across the District through the **Streets as Shared Spaces**, **Your High Street** and **Everyone Can Play** programs.
- Fairfield is redeveloping its showground into a modern sporting and cultural hub, Liverpool completed an \$8 million sporting complex at Cirillo Reserve, Middleton Grange and Camden is creating a vibrant multi-generational park at Julia Reserve, Oran Park.
- Campbelltown City Council invested an additional \$12.5 million towards the **Billabong Parklands** project, providing a range of recreational water play facilities, landscaped areas, parklands and amenities.
- A Development Application was submitted for the proposed **Wollondilly Performing Arts Centre** in Picton. The proposed Centre, part of the Wollondilly Cultural Precinct project, will provide residents and visitors with a versatile, multi-purpose facility for hosting a wide range of events.
- A new inclusive play space for seven to 12-year olds opened at **Glenbrook District Park**. The play space was funded by the Western Parkland City Liveability Program, including funding from Council.
- **Town Centres:** Plans for upgrades to Richmond, South Windsor and Windsor town centres were announced as part of the Western Parkland City Liveability Program. The upgrades include additional trees and improved community and pedestrian spaces.



Productivity

Planning Priority:
W7 (Actions 24–34)
W8 (A 35–41)
W9 (A 42–50)
W10 (A 51–55)
W11 (A 56–66)

- **Western Sydney Freight Line:** Stage 1 corridor was protected in July 2020.
- **Western Sydney Aerotropolis:** the final planning package includes a Western Sydney Aerotropolis Plan, Development Control Plan and State Environmental Planning Policy (Western Sydney Aerotropolis) 2020 which establishes land use zones.
- **Industrial and Employment Lands Studies:** Blue Mountains, Hawkesbury, Liverpool and Penrith have completed Industrial/Employment Lands Studies and Strategies. Camden, Campbelltown, Fairfield and Wollondilly are preparing Industrial/Employment Lands Studies and Strategies. Campbelltown, Fairfield, Liverpool, Penrith and Wollondilly have lodged Stage 1 LEP Review Planning Proposals. Campbelltown, Liverpool and Wollondilly have submitted their Employment Lands Strategies to DPIE for endorsement.
- As part of their work in preparing **Local Strategic Planning Statements**, councils have identified a number of supporting studies that would be carried out to support the strategies, including Local Housing Strategies Affordable Rental Housing Schemes, Economic Development Strategies, and Rural Lands Strategies. These studies are ongoing.



Sustainability

Planning Priority:
W12 (Actions 67–70)
W13 (A 71)
W14 (A 72)
W15 (A 73–75)
W16 (A 76–77)
W17 (A 78–79)
W18 (A 80)
W19 (A 81–86)
W20 (A 87–90)

- **Cumberland Plain Conservation Plan:** the draft Plan was released for consultation in August 2020. It identifies strategically important biodiversity areas within the Cumberland subregion to offset the biodiversity impacts of future urban development.
- NSW Government funding supported sustainability projects through the **Five Million Trees Program**, **Free Tree Giveaway** (partnered with Indigigrow and Bunnings), **Creating Canopies**, **Cooling the Schools**, and **Metropolitan Greenspace** programs.
- **Green Grid:** The draft Penrith Green Grid Strategy was released in June 2021. It aims to connect schools, public transport and town centres to green spaces, parks, water ways and bushland. Funding to develop the Penrith Green Grid Strategy was provided by the NSW Government's Metropolitan Greenspace Program.
- **Rural Lands:** The draft Wollondilly Rural Lands Strategy was exhibited between 24 August 2020 and 2 October 2020. The draft Strategy outlines the long-term strategic direction for rural areas of Wollondilly, and assesses opportunities for the future of rural land.
- **Natural hazards and resilience:** Liverpool Council prepared the draft Wianamatta South Creek Flood Study, which was released for public consultation in September 2020. The draft study sets out the potential impacts on flood behaviour resulting from proposed future development across the broader South Creek Catchment and options for managing the impacts of flooding.
- Camden Council updated its bushfire prone land map and this was certified by the NSW Rural Fire Service in January 2021. The map identifies properties that have the potential to be threatened by bushfires and where additional requirements for development might apply, set out in the Planning for Bushfire Protection 2019 policy.

Central City District

The Central City District comprises the four LGAs of Blacktown, Cumberland, Parramatta and The Hills.



Infrastructure and collaboration

Planning Priority:
C1 (Actions 1 – 6)
C2 (Action 7)

- **NSW Health:** the new Westmead Hospital Central Acute Services Building was officially opened. Planning for Stage 2 (\$619m) of The Children's Hospital and Mother and Baby Unit at Westmead is continuing.
- **School Infrastructure NSW:** has 15 upgrade projects, six new schools in planning or underway and one upgrade and one new school completed. Fourteen schools in the District have participated in the Share Our Space Program.
- **Accelerated Infrastructure Fund (AIF):** the AIF provided \$75.9m to Blacktown (\$45m) and The Hills (\$31m) to help unlock the development of up to 40,000 new homes.
- **GPOP PIC:** The Commission released its final recommendations on the Place-based Infrastructure Compact for Greater Parramatta and Olympic Peninsula PIC to the NSW Government in March 2020. The Government has considered and responded to the recommendations.
- DPIE are delivering a Strategic Plan to establish a land use vision for each of the 26 precincts across GPOP. This will further investigate potential growth options and infrastructure needs and implement a staging and sequencing plan. The Strategic Plan will also be supported by a Special Infrastructure Contribution to be paid by developers to support infrastructure needs.
- **Parramatta Light Rail:** the \$2.4 billion project will connect Westmead to Carlingford via the Parramatta CBD and Camellia and is set to open in 2023.
- The NSW Government has begun work on the **Sydney Metro West** which includes a stop at Westmead and will link GPOP to the Sydney CBD.



Liveability

Planning Priority:
C3 (Actions 8 – 9)
C4 (A 10 – 15)
C5 (A 16 – 17)
C6 (A 18 – 22)

- **LHSs:** all councils in the District have exhibited and approved a draft LHS and provided it to DPIE for assessment and approval.
- NSW Government funding has supported liveability projects across the District through the **Streets as Shared Spaces, Your High Street, Public Spaces Legacy, Places to Love** and **Everyone Can Play** programs.
- **District arts and culture:** following planning approval, early works began for the new Museum of Applied Arts & Science – Powerhouse Parramatta.
- Parramatta completed the Escarpment Boardwalk, a river-level walking and cycling connection into the heart of the Parramatta CBD.
- Cumberland officially opened the \$23m **Granville Centre**, a state-of-the-art community hub, offering vital spaces for learning, digital innovation, creativity and recreation to the Cumberland community.
- DPIE released the **Draft Place Strategy for Westmead** outlining the vision for Westmead to become a world-class health and innovation district over the next 20 years. It will guide local councils, State agencies and the private sector on where jobs and homes might be delivered for Westmead and identifies further analysis needed to support the infrastructure needs of the future population.
- **Parramatta Powerhouse Precinct:** A design competition for the new Powerhouse Precinct at Parramatta was held with architecture firms Moreau Kusunoki and Genton being awarded the winning submission. Plans for the project were approved, reaching a major milestone that will see it progress to the delivery phase. Construction is expected to commence by the end of 2021 and scheduled for completion in 2024.



Productivity

Planning Priority:
C7 (Actions 23 – 28)
C8 (A 29 – 31)
C9 (A 32 – 36)
C10 (A 37 – 48)
C11 (A 49 – 52)
C12 (A 53 – 59)

- **Industrial and Employment Lands Studies:** all councils in the District have completed Industrial and Employment Land Studies/Strategies.
- Parramatta approved the Parramatta CBD Planning Proposal with some minor changes and submitted it to DPIE for finalisation.
- **ABC to move to Parramatta:** The ABC will move 75% of its staff from its current base in Ultimo to Parramatta by 2025 following an announcement made in June 2021. This supports the vision for the Central City to become a world class metropolitan hub with access to diverse employment opportunities.
- **Parramatta Square:** Construction of 3 Parramatta Square, a 17-level, A-Grade office tower was completed in April 2020. Work continues to progress on the Parramatta Square precinct.
- Construction commenced on Western Sydney University's newest **vertical city campus** in the Bankstown CBD.



Sustainability

Planning Priority:
C13 (Actions 60 – 63)
C14 (A 64)
C15 (A 66 – 67)
C16 (A 68 – 70)
C17 (A 71 – 72)
C18 (A 73 – 74)
C19 (A 75 – 80)
C20 (A 81 – 85)

- Cumberland opened a newly refurbished Merrylands Memorial Park, retrofitted with the first of its kind UV smart materials to protect children from heated play equipment.
- NSW Government funding supported sustainability projects through the **Five Million Trees Program, Creating Canopies, Cooling the Schools, Greening the Great West Walk** and **Metropolitan Greenspace** programs.



South District

The South District comprises the three LGAs of Canterbury-Bankstown, Georges River and Sutherland.



Infrastructure and collaboration

Planning Priority:
S1 (Actions 1 – 6)
S2 (A 7)

- **NSW Health:** planning is underway for the new Bankstown-Lidcombe Hospital (\$1.3bn) and the St George Hospital Redevelopment - Stage 3 (\$385m).
- **School Infrastructure NSW:** eight upgrade projects are in planning or underway and one upgrade and one new school have been completed; 16 schools have participated to date in the *Share Our Space Program*.
- Canterbury-Bankstown prepared masterplans for its two strategic centres. The Campsie masterplan creates new open space along the Cooks River, encourages more jobs related to the hospital, and proposes to refocus community facilities onto a single site on the main street close to the proposed metro station. The Bankstown Masterplan improves access to open space, proposes a new urban plaza on the site of an old Council car park, connects anchor tenants such as the WSU Bankstown Campus to the new metro station, and implements key elements of the Bankstown Collaboration Area process.
- Georges River prepared draft masterplans for Beverly Hills and Mortdale local centres to renew and activate high streets, improve pedestrian amenity, create public places and provide opportunities for increased population to support local business.
- The **Kogarah Collaboration Area** continued working towards cementing Kogarah's position in Greater Sydney. Early works commenced on the St George Hospital Redevelopment project. Additionally, successful COVID-19 mitigation, such as the positively received Streets as Shared Spaces programs, activated the Kogarah CBD and prioritised the needs of the community.
- The **ANSTO Collaboration Area** is looking forward to the release of the ANSTO Masterplan which will help shape the future of the site, making it more accessible not just by transport but accessible to the public to visit and learn more about this unique nuclear and research facility in Greater Sydney.



Liveability

Planning Priority:
S3 (Actions 8 – 9)
S4 (A 10 – 15)
S5 (A 16 – 17)
S6 (A 18 – 22)

- **LHSs:** DPIE endorsed LHSs for all three councils. Both Canterbury-Bankstown and Georges River have included affordable housing policies in their LHSs.
- NSW Government funding has supported liveability projects across the District through the **Streets as Shared Spaces, Your High Street, Everyone Can Play** and **NSW Public Spaces Legacy** programs.



Productivity

Planning Priority:
S7 (Actions 23 – 28)
S8 (A 29 – 31)
S9 (A 32 – 36)
S10 (A 37 – 48)
S11 (A 49 – 52)
S12 (A 53 – 59)

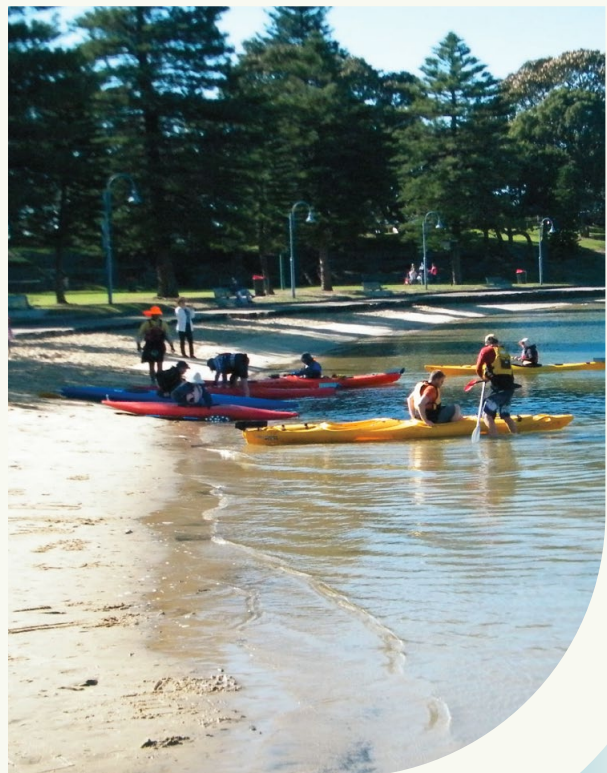
- **Industrial and Employment Lands Studies:** Canterbury-Bankstown and Georges River have prepared Industrial and Employment Land Strategies. Sutherland is preparing a review of industrial lands.



Sustainability

Planning Priority:
S13 (Actions 60 – 63)
S14 (A 64)
S15 (A 66 – 67)
S16 (A 68 – 70)
S17 (A 71 – 72)
S18 (A 73 – 74)
S19 (A 75 – 80)
S20 (A 81 – 85)

- NSW Government funding supported sustainability projects through the **Five Million Trees** (partnered with Indigigrow and Bunnings), **Free Tree Giveaway**, and **Metropolitan Greenspace** programs.
- Sutherland completed its '3KT' tree planting project and Georges River prepared a Biodiversity Study, including recommendations for protecting, maintaining, and enhancing biodiversity through high priority green corridors to restore and reconnect areas of habitat in established urban areas.



Eastern City District

The Eastern City District comprises the nine LGAs of Bayside, Burwood, Canada Bay, City of Sydney, Inner West, Randwick, Strathfield, Waverley and Woollahra.



Infrastructure and collaboration

Planning Priority:
E1 (Actions 1 – 6)
E2 (A 7)

- **NSW Health:** the Randwick Superstation was completed and planning is underway for the Central Sydney Superstation, part of \$184m Sydney Ambulance Metropolitan Infrastructure Strategy program. Planning commenced on the Royal Prince Alfred Hospital redevelopment (\$750m) and construction is underway for the Prince of Wales Hospital Integrated Acute Services Building (\$778m).
- **School Infrastructure NSW:** five upgrade projects and two new schools are in planning or underway. Ten schools in the District have participated in the *Share Our Space Program*.
- To increase usage of electric vehicles Strathfield has created priority parking and installed free charging stations.
- Woollahra prepared the Draft Edgecliff Commercial Centre Planning and Urban Design Strategy.



Liveability

Planning Priority:
E3 (Actions 8 – 9)
E4 (A 10 – 15)
SE (A 16 – 17)
E6 (A 18 – 22)

- **LHSs:** Bayside, Burwood, Canada Bay, Inner West, Randwick and City of Sydney submitted their LHSs to DPIE for endorsement. The LHSs for Bayside, Burwood, Canada Bay and Randwick have been endorsed by DPIE.
- **Pymont Place Strategy:** the Strategy will be implemented through a State-led rezoning proposing 23,000 new jobs, a new Metro station and new homes to accommodate 8,500 new residents.
- **Bays West Place Strategy:** a draft strategy with the potential to transform 77ha of government-owned harbourfront was exhibited.
- NSW Government funding supported liveability projects through the **Streets as Shared Spaces**, **Your High Street**, **Places to Love**, **Everyone can Play** and **Public Spaces Legacy** programs.
- **Parramatta Road Urban Amenity Improvement Program (PRUAIP):** a \$198m initiative to create new and improved open space and active transport links for six local government areas along the Parramatta Road corridor.



Productivity

Planning Priority:
E7 (Actions 23 – 28)
E8 (A 29 – 31)
E9 (A 32 – 36)
E10 (A 37 – 48)
E11 (A 49 – 52)
E12 (A 53 – 59)

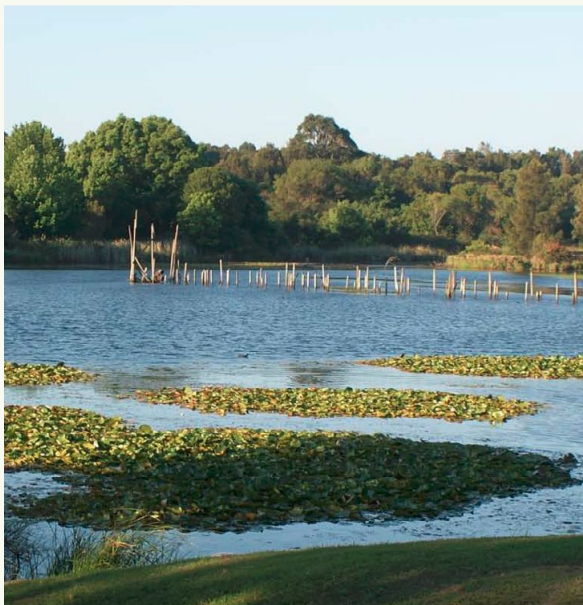
- **Sydney Gateway Project:** early work began for a high-capacity connection from Sydney Airport and Port Botany to the new WestConnex St Peters.
- **Central Sydney Planning Framework:** the draft Central Sydney planning framework, endorsed by the City of Sydney in February 2020, is being finalised.
- **Central Sydney Precinct:** the State Significant Precinct rezoning proposal for the Western Gateway sub-precinct was rezoned in August 2020 and will enable delivery of 232,000 sqm. of commercial, retail and hotel use including Atlassian's new global headquarters.
- **Blackwattle Bay:** rezoning proposal exhibited providing approximately 5,600 jobs.



Sustainability

Planning Priority:
E14 (Actions 58 – 61)
E15 (A 62)
E16 (A 63 – 64)
E17 (A 65 – 66)
E18 (A 67)
E19 (A 68 – 73)
E20 (A 74- 76)

- **Five Million Trees Program:** since 2018, over \$6.3m has been awarded in grants to LGAs in the Eastern City District to plant more than 19,000 trees. The **Free Tree Giveaway** (partnered with Indigigrow and Bunnings) provided the community with 4,570 trees for planting on private land.
- **Callan Park:** renewal funded by the NSW Government with initial \$10m investment to create more green space and a revitalised and expanded waterfront for the community to enjoy.
- **Centennial Parklands:** \$12m spent in the first year of the Parklands ten-year Strategic Asset Renewal Program targeting ageing assets, infrastructure and visitor facility upgrades as well as environmental restoration initiatives.
- Waverley, in conjunction with Randwick, Woollahra, DPIE and Western Sydney Parklands, prepared the Future-Proofing Residential Development to Climate Change reports, Part 1 and 2.



Northern District

The North District comprises the nine LGAs of Hornsby, North Sydney, Ryde, Lane Cove, Hunters Hill, Ku-ring-gai, Mosman, Northern Beaches and Willoughby.



Infrastructure and collaboration

Planning Priority:
N1 (Actions 1 – 6)
N2 (A 7 – 8)

- **NSW Health:** the Mona Vale Geriatric Evaluation and Management Unit and Palliative Care Unit was completed and construction began on the \$265m Hornsby Ku-ring-gai Hospital Stage 2 upgrade.
- **School Infrastructure NSW:** there are nine upgrade projects underway, seven new schools in planning or underway and eight upgrades completed. Sixteen schools in the District have participated in the *Share Our Space Program*.



Liveability

Planning Priority:
N3 (Actions 9 – 10)
N4 (A 11 – 16)
N5 (A 17 – 18)
N6 (A 19 – 23)

- **LHSs:** all councils have prepared and submitted LHSs for their respective LGA. LHSs have been endorsed by DPIE for Hunters Hill, Mosman, North Sydney and Willoughby.
- **Crows Nest 2036 plan and St Leonards South rezoning proposal:** includes a Special Infrastructure Contribution scheme that sets out how developers will contribute to state and regional infrastructure including open space.
- NSW Government funding supported liveability projects through **Streets as Shared Spaces, Your High Street, Everyone Can Play** and **Public Spaces Legacy** programs.



Productivity

Planning Priority:
N7 (Actions 24 – 25)
N8 (A 26 – 28)
N9 (A 29 – 35)
N10 (A 36 – 45)
N11 (A 46 – 49)
N12 (A 50 – 53)
N13 (A 54 – 59)
N14 (A 60 – 61)

- **Industrial and Employment Lands Studies:** Lane Cove and Northern Beaches are preparing Industrial and Employment Land Studies/Strategies. Ku-ring-gai commenced an initial Employment Lands Study. Ryde has prepared an Industrial Lands Strategy. Willoughby adopted its Industrial Lands Strategy 2036. Hornsby exhibited its Employment Land Study.
- **Meadowbank Education and Employment Precinct (led by Department of Premier and Cabinet):** the final Masterplan and Place Vision was released. It includes potential projects to deliver the vision and supports the relocated Meadowbank Public School and Marsden High School into new facilities and transforming Meadowbank TAFE into a technology-focused campus.
- **Macquarie Park Place Strategy:** a draft Place Strategy for Macquarie Park was released for feedback.



Sustainability

Planning Priority:
N15 (Actions 62 – 65)

N16 (A 66)
N17 (A 67 – 68)
N18 (A 69 – 70)
N19 (A 71 – 72)
N20 (A 73)
N21 (A 74 – 79)
N22 (A 80 – 82)

- NSW Government funding supported sustainability projects through the **Five Million Trees**, **Free Tree Giveaway** (partnered with Indigigrow and Bunnings) and **Metropolitan Greenspace** programs.
- The Canopy, Lane Cove's recently completed development features 230 solar panels, motion sensor travellers, regenerative lifts, motion sensor LED lighting and a green wall.
- Hornsby exhibited a Rural Lands Study which aims to protect areas for primary production from land fragmentation, provide value adding opportunities for agriculture, support tourism, protect rural character, protect environmental and scenic qualities and enhance local villages.







Thought Leadership and Engagement

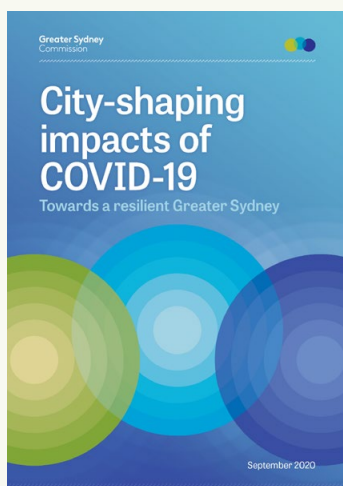
The Commission's thought leadership is based on innovative ideas backed by research and comprehensive data to support strategic planning for Greater Sydney. The Commission also is highly regarded for its strong foundation of community and stakeholder engagement, ensuring the needs and views of Sydneysiders are at the forefront of its work.

City Shaping impacts of COVID-19

From early 2020, the impacts of COVID-19 were felt across Greater Sydney – through the virus itself and the restrictions put in place to stop the spread. The Commission engaged and collaborated with government agencies, councils, industry and other stakeholders to source and review data over a six-month period, producing *City-shaping impacts of COVID-19*, which identified and analysed impacts from the pandemic.

The report, published in October 2020, identified several key areas of focus for decision-makers including:

- recalibrating jobs and skills training, and development of specialised industry precincts, are essential to economic recovery
- local centres are being revitalised by changes to how people work, and this may influence where people choose to live
- transport and freight logistics services need to adapt to changes to where and when people work and shop
- digital technology is now considered essential infrastructure and universal access is a necessity
- communities are more connected and healthier with investment in open, public and shared spaces
- a metropolis of three connected cities (Eastern, Central and Western) supports local outcomes in jobs, housing, education and services.

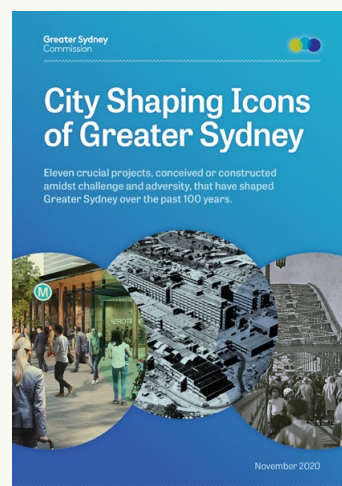


City Shaping Icons of Greater Sydney

With Greater Sydney experiencing the global COVID-19 pandemic, immediately following a summer of devastating bushfires and droughts, the Commission published a thought leadership paper drawing inspiration from challenging times over the past 100 years when key infrastructure projects were proposed or undertaken that provided long-term city-shaping benefits. The publication positioned the Western Sydney Aerotropolis and its new north-south rail link as the COVID-era projects to match the Sydney Harbour Bridge during the Depression or the post-World War 1 City Circle rail line.

City-shaping icons of Greater Sydney examined eleven crucial projects for their city-shaping legacy:

- The City Circle
- Sydney Harbour Bridge
- Social Housing Estates
- Warragamba Dam
- Western Sydney Parklands
- Sydney Opera House
- Westmead Hospital
- The Deepwater Ocean Outfalls
- Planning for the Sydney Olympics
- Sydney Metro Network
- Western Sydney Airport

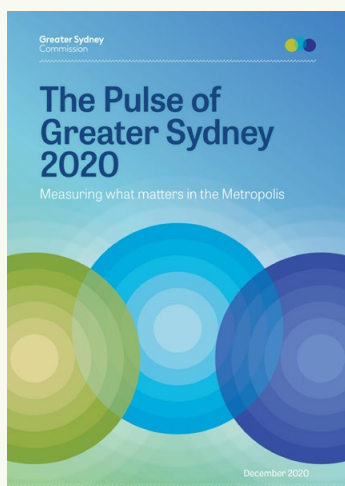


Pulse of Greater Sydney 2020

The Commission published *The Pulse of Greater Sydney 2020 (The Pulse)* in December 2020 to build on the first Pulse report from July 2019. *The Pulse* uses performance indicators to monitor progress in delivering the Region Plan and District Plans. The themes for the indicators were informed by broad engagement with community, State agencies and councils, together with social, environment and industry peak groups.

The 2020 publication continued tracking COVID-19's city-shaping impacts on Greater Sydney, to include new data such as impacts on employment and jobs distribution, internet and online learning access, aged care and retirement accommodation and housing types by household makeup.

New data and ways of measuring were introduced for the four indicators launched in 2019: jobs, education and housing, the 30-minute city, walkable places and addressing urban heat.



2020 and 2021 Greater Sydney Planning Awards

Two rounds of the Commission's Greater Sydney Planning Awards were held in the 2020/21 financial year, recognising collaborative, innovative and bold initiatives that will deliver benefits to communities, the economy and the environment in Greater Sydney.

The 2020 Awards were delayed by four months and held in October 2020 as an interactive online event due to COVID-19 health restrictions. The Awards recognised quality planning outcomes, innovation and disruptive thinking across eight different categories.

The 2021 Awards took place in June 2021, after attracting a record 62 nominations from local councils, developers, consultants, community groups, and public agencies. Eight winners, eight commendations and the Chief Commissioner's Award were presented at a ceremony hosted for the first time in Parramatta. A one-off category, *City-shaping during COVID-19*, was introduced to recognise a plan, strategy, project, piece of research or development that was adjusted or created to meet the changing needs of the community during COVID-19.



Industrial Lands Policy Review

The Commission, in collaboration with DPIE and NSW Treasury, commenced a review of the existing Industrial and Urban Services Land 'retain and manage' policy under the Greater Sydney Region Plan.

The Commission is engaging with a wide range of stakeholders from industry and State and local government to inform our research and evidence gathering. During 2020/21 the Commission:

- established an inter-agency Project Review Group to oversee the independent review
- engaged with a wide range of industry stakeholders through an Industry Reference Group that represents all industries with an interest in industrial lands policy. This includes peak organisations from the property and development sector, business organisations and representatives from sectors including manufacturing, logistics, transport, retail, hospitality and arts and culture
- created an online portal where companies, organisations and individuals can complete the review survey and provide written submissions
- engaged with local councils in Greater Sydney and NSW through a Local Government Reference Group. The group has met on a district basis.

Greater Sydney Commission Youth Panel

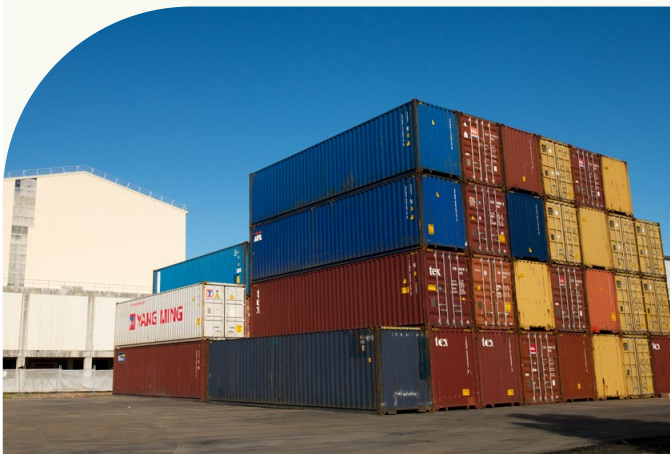
The Commission's Youth Panel provides insights on strategic planning issues affecting young people across Greater Sydney.

The Panel comprises two members from each of the five Districts, reflecting diverse backgrounds and experiences, and helping ensure that a wide range of youth voices is heard in the Commission's work.

The Youth Panel held five meetings during the year, where they engaged with Commission projects including the Western Sydney Place-based Infrastructure Compact Program and *The Pulse of Greater Sydney*. They also provided feedback on external projects including DPIE's NSW Housing Strategy Discussion Paper.

The Commission welcomed two new members, Deborah Prospero (Eastern City District Representative) and Joshua Karras (South District Representative) after their predecessors Estelle Grech and Shruti Goradia stepped down.

The Panel also launched the Young Changemakers Challenge, a competition aimed at giving young people a platform to present innovative ideas addressing issues relating to jobs, housing and liveability and environmental sustainability from a youth perspective. Finalists in each category were paired with expert mentors from industry and government to help develop their ideas before pitching to a judging panel in July 2021.



Greater Sydney Women's Safety Charter

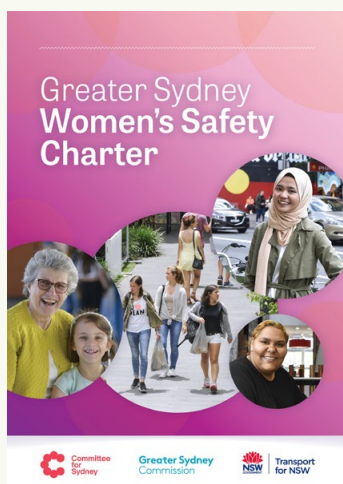
The Greater Sydney Women's Safety Charter, launched in March 2020, now has 70 signatories, including 20 new participants this financial year, and a strong and active Community of Practice.

The Safety Charter brings together businesses, government agencies, local councils, peak groups and not-for-profit organisations to take collective action to improve the safety of women and girls in Greater Sydney.

The Charter is designed to influence participating organisations' policies and practices, services planning and delivery in ways that enable women and girls to feel safer and more confident participating in the city's social, economic and cultural life.

A video of Charter participants discussing what they *#ChoosetoChallenge* in order to make the city safer for women and girls was created to celebrate the Charter's first anniversary and to mark International Women's Day.

The Commission hosts quarterly Community of Practice meetings for Charter participants to learn, collaborate and share experiences and best practices. These sessions were hosted virtually due to the COVID-19 pandemic and included presentations from Uber, Cardno, UNSW, She's a Crowd, Spectrum and Transport for NSW





Parramatta, Central City District



Strategic Planning

The Commission has a comprehensive program to monitor, implement, review and update the Greater Sydney Region Plan and five District Plans in accordance with its statutory obligations and supported by a well-researched evidence base.

Review and update of Greater Sydney Region Plan and District Plans

The Commission is required to review and update the Greater Sydney Region Plan (GSRP) and District Plans in 2023. The Commission will release a mid-term strategic review in 2022, providing detailed analysis of strategic planning in Greater Sydney and key opportunities arising. Responses will then shape preparation of a new draft Region Plan and draft District Plans, to be exhibited in 2023 for public feedback.

A range of preparatory activities for the review and update of the GSRP and District Plans was completed including:

- assurance of Local Strategic Planning Statements (LSPS) for all 33 local government areas in Greater Sydney. The LSPS give effect to the current Region Plans and District Plans and will form a key input into the forthcoming review
- commenced planning for the review, including development of a comprehensive engagement plan
- preparation of *Next Steps for Greater Sydney* – an introductory document to mark the formal start of the review of the GSRP and District Plans
- commencement of background research on topics for the review, including:
 - **Global City Responses to COVID-19** – understanding how COVID-19 has affected other cities' planning, and lessons for Greater Sydney
 - **Net Zero Sydney** – opportunities for Greater Sydney arising from the Government's commitment to net zero NSW by 2050.

Western Sydney Place-based infrastructure Compact (PIC)

Delivering on a Western Sydney City Deal Commitment, in 2019 the Commission established the Western Sydney PIC program for the Western Parkland City to better align growth with infrastructure in this rapidly transforming area of Greater Sydney. The initial PIC area covers the Greater Penrith to Eastern Creek investigation Area, the Western Sydney Growth Area and the existing areas of Austral, Leppington North, Edmondson Park and Glenfield.

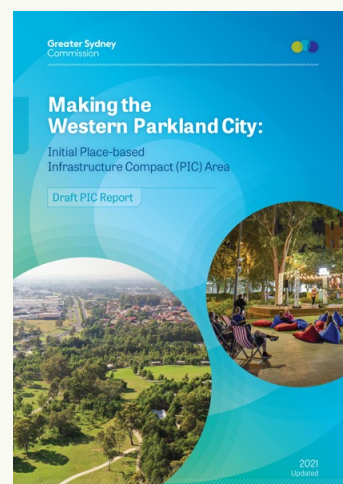
Commission staff collaborated with representatives from more than 30 agencies across the NSW Government, utility providers and local councils in Western Sydney to drive the delivery of the PIC program, supporting growth in jobs and homes, with planning for the infrastructure needed to create great places.

In November 2020, the Commission released *Making the Western Parkland City: Initial Place-based Infrastructure Compact Area*, detailing the PIC model and its application in the Western Parkland City.

In conjunction with the PIC, DPIE released for public feedback the Aerotropolis Precinct Plans and the Aerotropolis Special Infrastructure Contributions. These two projects were informed by the findings and evidence developed during the PIC process.

Feedback received on the draft PIC will be considered in the preparation of final recommendations to be submitted to the NSW Government.

A PIC Practitioners Guide has been prepared to help city-makers in any jurisdiction understand the PIC model and how it can be applied or adapted to differing circumstances and land areas.

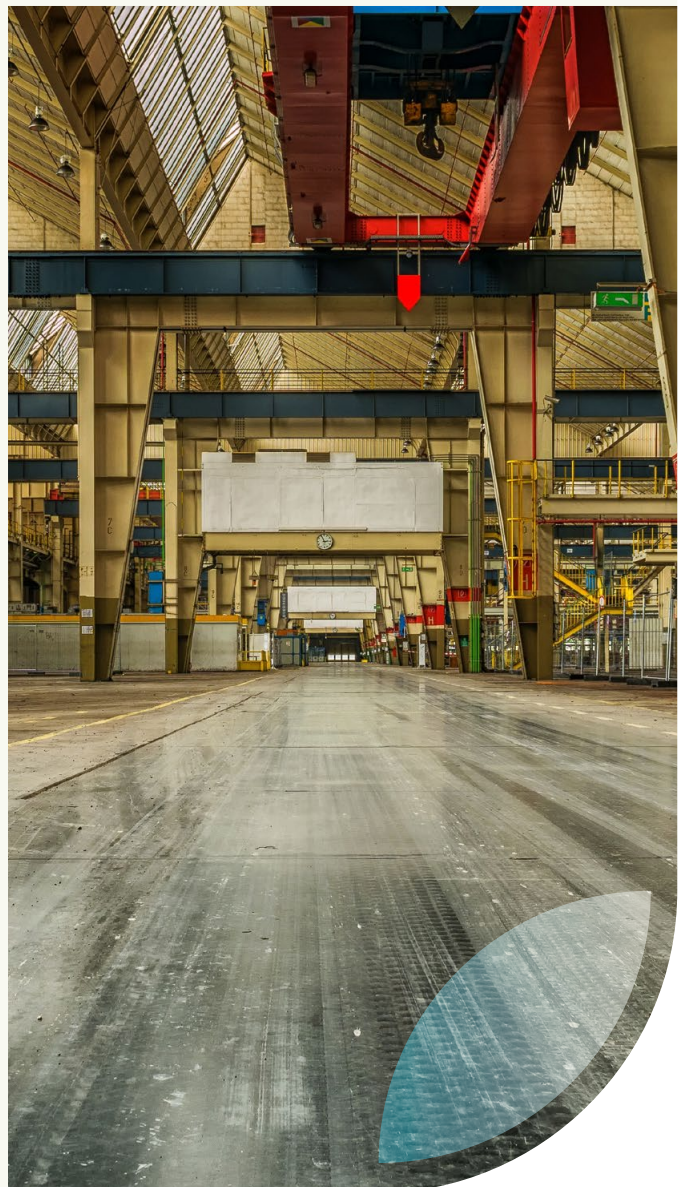


Industrial Lands Policy Review

The Industrial Lands Policy Review responds to Recommendation 7.5 of the NSW Productivity Commission's 2021 White Paper to review the 'retain and manage' approach under the Region Plan. The review will evaluate the existing policy for managing industrial and urban services land in Greater Sydney against alternative approaches, with consideration to adopting the approach that maximises net benefits to the State.

The Commission has consulted with Government agencies, including DPIE and NSW Treasury, to produce a thorough scope-of-works that will deliver on the recommendation to undertake the review.

The review's findings and advice will be presented to the Full Commission and the NSW Government in the 2021/22 financial year.





Westmead
Health Precinct

↑
Entrance 9, 10
Innovation Centre

← P4

↗
Entrance 6, 7

Westmead, Central City District

10



Precincts and Collaboration

The Commission was tasked in July 2020 with leading and coordinating the acceleration of four key areas across Greater Sydney: Tech Central, Westmead, the Central Coast and Macquarie Park.

Tech Central

Tech Central will be the largest technology and innovation hub of its kind in Australia. Home to startups, scaleups and innovation ecosystem partners, Tech Central will be Sydney's innovation engine and bolster NSW's economic growth.

Encompassing six unique neighbourhoods, known as nodes, (Central, Redfern and North Eveleigh, Ultimo, the Camperdown Health, Education and Research node and Surry Hills), Tech Central will deliver:

- 25,000 additional innovation jobs
- 25,000 new STEM (Science Technology Engineering and Maths) and life sciences students
- 200,000 m² for technology companies
- 50,000 m² of affordable space for start-ups and scale-ups.

To realise the vision, the Commission has:

- explored opportunities to connect Tech Central's six nodes by mapping key connections, activated spaces and collaboration spaces
- networked assets to identify the existing technology and innovation ecosystem and realise the Precinct's potential
- engaged NSW Government agencies, councils, tertiary institutions, and the private sector anchors to secure an aligned approach
- developed a Tech Central 2023 Action Plan to accelerate the recommendations of the 2018 Sydney Innovation and Technology Precinct Panel Report and provide a clear plan for the NSW Government, industry, partners and the community.

The Westmead Health & Innovation District

The Westmead Health and Innovation District (WHID) will play a catalysing role in the NSW innovation ecosystem. The District will deliver strong economic growth and create jobs, with a focus on globally recognised health care, medical research and development, commercialisation, education and training.

The WHID comprises over 400,000m² of high-end health related developments, including four major hospitals, five world-leading medical research institutes, two university campuses and the largest research-intensive pathology service in NSW.

The Commission provides coordination leadership for a whole-of-Government effort to deliver a world-leading health innovation district at Westmead.

To realise the vision, the Commission has:

- supported DPIE in its development of the draft Place Strategy for Westmead that outlines the vision for a world-class health and innovation district over the next 20 years
- supported Investment NSW on its framework agreement with the University of Sydney, confirming the University as the District's 'education anchor'. This development is projected to attract more than 25,000 students and 2,500 staff by 2055
- progressed the Expression of Interest process for an operator of the Western Sydney Startup Hub in Parramatta North, set to open in early 2022
- supported Investment NSW to confirm a \$10 million innovation ecosystem fund for the District, supporting new infrastructure, including shared lab space and an incubator for startups that will commercialise globally leading research in biotechnology, diagnostics and digital health.



Macquarie Park Innovation District

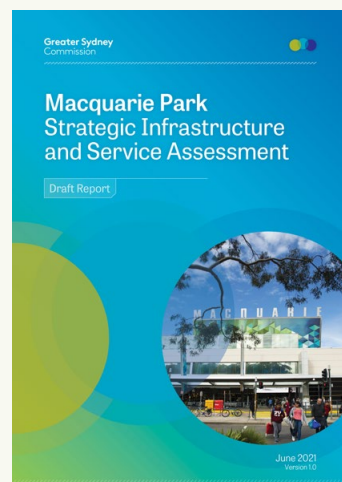
The Macquarie Park Innovation District includes Macquarie University to the north and extends to North Ryde Station and surrounds in the south. Within this District is a world class university, key regional hospital and a high-tech employment hub. Macquarie Park is the largest non-CBD office market in the country and is set to become Australia's fourth largest commercial precinct by 2030.

The Commission's focus on Macquarie Park has involved developing strategies to:

- accelerate growth and development of health, technology, professional services and innovation startup sectors
- improve urban amenity, permeability and accessibility
- create a place that sparks ideas and fosters creativity through strong relationships between people, education and industry.

The Commission has established a Ryde Coordination Group to coordinate and oversee the delivery of a:

- draft Place Strategy, which has been led by DPIE and provides the strategic framework to guide future development and infrastructure decisions in the Macquarie Park corridor over the next 20 years
- draft Master Plan, also led by DPIE, which is a structure plan for part of the Macquarie Park corridor which defines new roads and pedestrian connections, open space and 'activity hubs' within seven proposed neighbourhoods
- draft Strategic Infrastructure and Services Assessment, prepared by the Commission, which considers the impact of growth and change across the Macquarie Park corridor in terms of services and infrastructure for existing demand and future growth. It is currently on public exhibition along with the Place Strategy and Master Plan.



Central Coast Strategy

In July 2020, the Commission was tasked by the Premier with developing a strategy for employment and economic growth opportunities on the Central Coast.

The Commission has drawn together the rich body of existing work and collaborated across various State Government agencies, local councils and other stakeholders to develop one unified strategy focused on growing jobs and the economy.

The *Central Coast Strategy (the Strategy)* will identify recommended priorities and actions to support additional jobs and improved productivity across the region and will be developed in close collaboration with State Government agencies and with feedback from a range of industry stakeholders interested in expanding or investing on the Central Coast. An engagement report has been prepared documenting the ideas and views from stakeholders on opportunities for the region.



Central Coast Strategy
What we heard

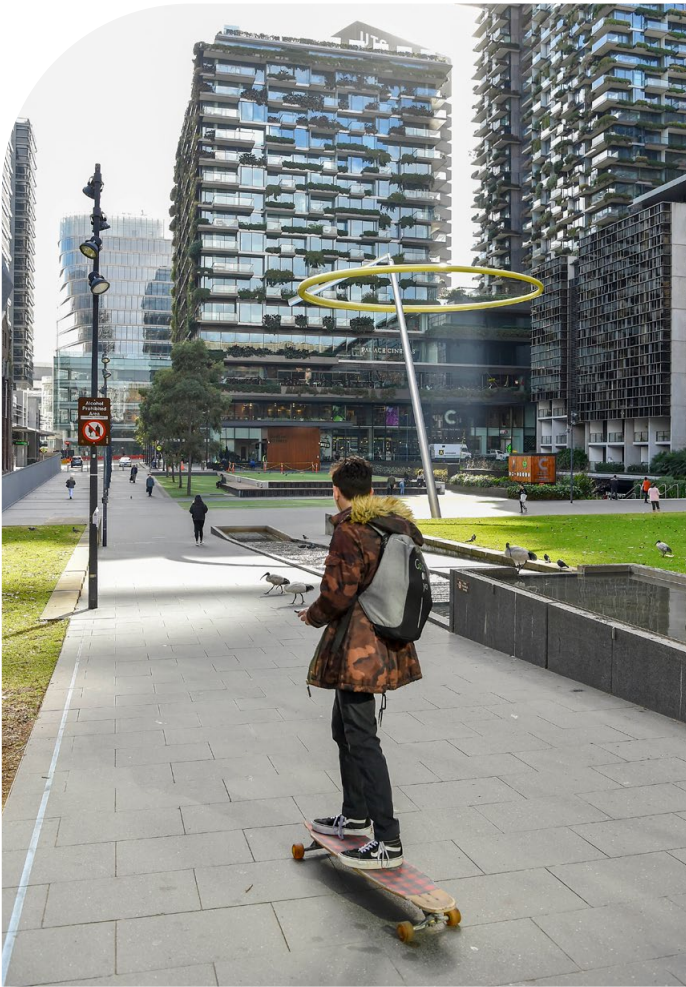


Collaboration Areas

The Collaboration Areas program was initiated in 2017 to resolve complex urban issues through a place-based, multi-stakeholder approach. The first Collaboration Areas (Penrith, Camperdown-Ultimo, Randwick, Liverpool) were then joined by Campbelltown, Bankstown, ANSTO and Kogarah in 2019. In each Collaboration Area, a Place Strategy has been jointly created by the program's partners. The Place Strategy identifies impediments and opportunities, and sets out a shared 20-year vision, and the priorities and actions to guide the delivery of that vision.

As part of a review into the Collaboration Area program, NSW Government agencies, councils and stakeholders provided feedback on the successes and challenges of the program. The review helped gather lessons learned and identified the following achievements:

- collaboration Areas have helped align stakeholders on place visions, strategies and plans
- the development of place strategies demonstrated the Commission's skills in stakeholder engagement and brokering a vision across multiple stakeholders
- collaboration Areas enabled participants to develop better relationships and stronger networks, supporting them in delivering better place outcomes
- some Collaboration Areas have joined forces to deliver joint initiatives and pilot projects using the place strategies to access funding
- most Collaboration Areas have developed a resilient collaboration forum and governance group that no longer require direct coordination by the Commission.





Appendices

Appendix 1	70
Commission Governance	71
Appendix 2	76
Legal Change	77
Local Environmental Plans	77
Risk management and insurance	81
Internal Audit and Risk Management Attestation	82
Cyber Security Annual Attestation Statement	84
Appendix 3	86
Public access to government information	87
GIPA Act applications	87
Consumer response	87
Public interest disclosures	88
International travel	88
Research and development	88
Report publication	88
Privacy and personal information protection	89
Appendix 4	90
People and culture	92
Human resources and industrial relations policies and practices	92
Executive remuneration and senior executives	92
Staff profile by category and gender	93
Appendix 5	95
Workforce diversity data	95
Workforce diversity	95
Disability Inclusion Action Plan	96
Multicultural policies and services program	96
Appendix 6	98
Budgets	98
Payment of accounts	98
Consultants	101

Appendix 1

Commission Governance

- Appointments
- Commission committees
- Commission meetings and attendance

Appointments

Ms Jackie Taranto was appointed to the role of Economic Commissioner from 8 September 2020 to 31 August 2024.

Ms Emma Herd was appointed to the role of Environment Commissioner on 9 September 2020.

Ms Herd stepped down from the role of Environment Commissioner effective 30 April 2021.

Commission committees

The Commission's three statutory committees are:

- a) Finance and Governance Committee
- b) Strategic Planning Committee
- c) Infrastructure Delivery Committee

Finance and Governance Committee

Section 12 of the *GSC Act* requires the Commission to establish a Finance and Governance Committee.

Finance and Governance Committee members are the four Greater Sydney Commissioners and the Chief Executive Officer.

The Finance and Governance Committee's statutory functions are:

- a) to advise and assist the Commission in connection with such functions of the Commission as are determined by the Minister
- b) to advise and assist the Commission in connection with any of the other functions of the Commission
- c) to advise and assist the Minister on the activities of the Commission to the extent they relate to environmental, social and economic matters.

Strategic Planning Committee

Section 13 of the *GSC Act* requires the Commission to establish a Strategic Planning Committee.

Strategic Planning Committee members are the Greater Sydney Commissioners and all District Commissioners.

The Strategic Planning Committee's statutory functions are:

- a) to advise and assist the Commission in connection with such functions of the Commission as may be determined by the Minister;
- b) if requested to do so by the Commission to:
 - (i) prepare draft strategic plans under Division 3.1 of the EP&A Act for the Greater Sydney Region
 - (ii) provide information, advice and quarterly reports on the implementation of strategic plans for the Greater Sydney Region
 - (iii) advise and assist the Commission in connection with any of the other functions of the Commission.

Infrastructure Delivery Committee

Section 14 of the *GSC Act* requires the Commission to establish an Infrastructure Delivery Committee.

The members of the Infrastructure Delivery Committee are the:

- Greater Sydney Commissioners
- Ex-officio members
- Secretary of the NSW Ministry of Health
- Secretary of the NSW Department of Education

The Infrastructure Delivery Committee's statutory functions are:

- a) to advise and assist the Commission in connection with such functions of the Commission as may be determined by the Minister
- b) if requested to do so by the Commission to
 - i. provide information, advice and regular reports on the infrastructure requirements to support housing and employment opportunities in the Greater Sydney Region
 - ii. advise and assist the Commission in connection with any of the other functions of the Commission.

Audit and Risk Committee

The Commission, as required by the *Government Sector Finance Act 2018*, has an Audit and Risk Committee.

The Audit and Risk Committee operates pursuant to a Principal Department led shared arrangement approved by NSW Treasury. The Commission operates under a shared arrangement with the Department of Premier and Cabinet (DPC). This shared arrangement is between DPC, Parliamentary Counsel's Office and State Records and Archives Authority.

The arrangement provides for the sharing of the Audit and Risk Committee and chief audit executive, and the provision of secretariat services for the Audit and Risk Committee by DPC.

The members of the Audit and Risk Committee appointed by the DPC are:

- Gerardine Brus, Chair
- Christine Feldmanis, Independent
- Garry Dinnie, Independent

The Audit and Risk Committee has a charter consistent with the model charter in the NSW Treasury Policy and Guidelines Paper (TPP 20-08) Internal Audit and Risk Management Policy for the NSW Public Sector.

Commission meetings and attendances

Full Commission	7 July 2020	8 September 2020	15 December 2021	16 March 2021	15 June 2021
Chief Commissioner – Geoff Roberts	✓	✓	✓	✓	✓
Economic Commissioner – Jackie Taranto (commenced September 2020)		✓	✓	✓	✓
Social Commissioner – Helen O'Loughlin	✓	Apologies	✓	✓	✓
Environment Commissioner – Rod Simpson (to September 2020)	✓				
Environment Commissioner – Emma Herd (September to May 2021)		✓	✓	✓	
District Commissioner – Western City – Liz Dibbs	✓	✓	✓	✓	✓
District Commissioner – Central City and South District – Peter Poulet	✓	✓	✓	✓	✓
District Commissioner – Eastern City and North District – Deb Dearing	✓	✓	✓	✓	✓
Chief Executive Officer – Sarah Hill (to July 2020)	✓				
Chief Executive Officer – Greg Woodhams (acting)		✓	✓		
Chief Executive Officer – Elizabeth Mildwater (commenced January 2021)			Observer	✓	✓
Secretary, DPC – Tim Reardon	Apologies	✓	Apologies	✓	✓
Secretary, Treasury – Michael Pratt	Apologies	Apologies	Apologies	Apologies	Apologies
Secretary, DPIE – Jim Betts	Apologies	✓	Apologies	✓	Apologies
Secretary, TfNSW – Rodd Staples (to February 2021)	Apologies	Apologies	Apologies		
Secretary, TfNSW – Peter Regan (acting)				Apologies	
Secretary, TfNSW – Rob Sharp (commenced March 2021)					Apologies

Finance and Governance Committee	29 September 2020	13 October 2020	1 December 2020	16 February 2021	6 April 2021	25 May 2021
Chief Commissioner – Geoff Roberts	✓	✓	✓	✓	✓	Apologies
Economic Commissioner – Jackie Taranto (from September 2020)	✓	✓	✓	✓	✓	✓
Social Commissioner – Helen O'Loughlin	✓	✓	✓	✓	✓	✓
Environment Commissioner – Rod Simpson (to September 2020)						
Environment Commissioner – Emma Herd (September to May 2021)	✓	Apologies	✓	✓	✓	✓
Chief Executive Officer – Greg Woodhams (acting)	✓	✓	✓			
Chief Executive Officer – Elizabeth Mildwater (commenced January 2021)				✓	✓	✓

Infrastructure Delivery Committee	8 September 2021	15 December 2021	16 March 2021	15 June 2021
Chief Commissioner – Geoff Roberts	✓	✓	✓	✓
Economic Commissioner – Jackie Taranto (commenced September 2020)	✓	✓	✓	✓
Social Commissioner – Helen O'Loughlin	Apologies	✓	✓	✓
Environment Commissioner – Rod Simpson (to September 2020)				
Environment Commissioner – Emma Herd (September to May 2021)	✓	✓	✓	
Chief Executive Officer – Greg Woodhams (acting)	✓	✓		
Chief Executive Officer – Elizabeth Mildwater (commenced January 2021)		Observer	✓	✓
Secretary, DPC – Tim Reardon	Apologies	Apologies	Apologies	Apologies
Secretary, Treasury – Michael Pratt	Apologies	Apologies	Apologies	Apologies
Secretary, DPIE – Jim Betts	Apologies	Apologies	Apologies	Apologies
Secretary, TfNSW – Rodd Staples (to February 2021)	Apologies	Apologies		
Secretary, TfNSW – Peter Regan (acting)			Apologies	
Secretary, TfNSW – Rob Sharp (commenced March 2021)				Apologies
Secretary, Dept of Education – Mark Scott (to April 2021)	Apologies	Apologies	Apologies	
Secretary, Dept of Education – Georgina Harrison (commenced May 2021)				Apologies
Secretary, NSW Health – Elizabeth Koff	Apologies	✓	Apologies	Apologies

Strategic Planning Committee	25 August 2020	13 October 2020	1 December 2020	16 Feb 2021	6 April 2021	25 May 2021
Chief Commissioner – Geoff Roberts	✓	✓	✓	✓	✓	Apologies
Economic Commissioner – Jackie Taranto (from September 2020)		✓	✓	✓	✓	✓
Social Commissioner – Helen O'Loughlin	Apologies	✓	✓	✓	✓	✓
Environment Commissioner – Rod Simpson (to September 2020)	✓					
Environment Commissioner – Emma Herd (September to May 2021)		✓	✓	✓	✓	✓
District Commissioner – Western City – Liz Dibbs	✓	✓	✓	✓	✓	✓
District Commissioner – Central City and South District – Peter Poulet	✓	✓	✓	✓	✓	✓
District Commissioner – Eastern City and North District – Deb Dearing	✓	✓	✓	✓	✓	✓
Chief Executive Officer – Greg Woodhams (acting)	✓	✓	✓			
Chief Executive Officer – Elizabeth Mildwater (commenced January 2021)				✓	✓	✓

Appendix 2

- Legal change
- Risk management and insurance
- Internal Audit and Risk Management Attestation
- Cyber Security Attestation

Legal change

Changes in Acts and subordinate legislation

No relevant inclusions for the reporting period.

Local Environmental Plans

- Auburn Local Environmental Plan 2010 (Amendment No 30) (2021-107) LW 12 March 2021
- Auburn Local Environmental Plan 2010 (Amendment No 31) (2020-444) LW 31 July 2020
- Auburn Local Environmental Plan 2010 (Amendment No 32) (2021-221) LW 14 May 2021
- Bankstown Local Environmental Plan 2015 (Amendment No 11) (2021-27) LW 5 February 2021
- Blacktown Local Environmental Plan (Sydney Region Growth Centres – North West Growth Centre) (Map No 2) 2021 (2021-284) LW 11 June 2021
- Blacktown Local Environmental Plan 2015 (Amendment No 18) (2020-395) LW 10 July 2020
- Blacktown Local Environmental Plan 2015 (Amendment No 22) (2021-294) LW 18 June 2021
- Blacktown Local Environmental Plan 2015 (Amendment No 24) (2020-439) LW 24 July 2020
- Blacktown Local Environmental Plan 2015 (Amendment No 25) (2020-440) LW 24 July 2020
- Blacktown Local Environmental Plan 2015 (Amendment No 26) (2020-481) LW 14 August 2020
- Blacktown Local Environmental Plan 2015 (Amendment No 28) (2020-429) LW 24 July 2020
- Blacktown Local Environmental Plan 2015 (Amendment No 29) (2020-689) LW 27 November 2020
- Blacktown Local Environmental Plan 2015 (Amendment No 9) (2020-756) LW 18 December 2020
- Blacktown Local Environmental Plan 2015 (Map Amendment No 1) (2021-347) LW 30 June 2021
- Blacktown Local Environmental Plan Amendment (Sydney Region Growth Centres – North West Growth Centre) (No 2) 2021 (2021-337) LW 25 June 2021
- Blacktown Local Environmental Plan Amendment (Sydney Region Growth Centres – North West Growth Centre) 2021 (2021-348) LW 30 June 2021
- Blacktown Local Environmental Plan Amendment (Sydney Region Growth Centres—North West Growth Centre) (No 2) 2020 (2020-704) LW 4 December 2020
- Blacktown Local Environmental Plan Amendment (Sydney Region Growth Centres—North West Growth Centre) 2020 (2020-458) LW 7 August 2020
- Blacktown Local Environmental Plan Amendment (Sydney Region Growth Centres—Schofields Precinct) 2020 (2020-415) LW 17 July 2020
- Blue Mountains Local Environmental Plan 2015 (Amendment No 11) (2021-121) LW 19 March 2021
- Blue Mountains Local Environmental Plan 2015 (Amendment No 5) (2021-139) LW 26 March 2021
- Botany Bay Local Environmental Plan 2013 (Amendment No 9) (2021-12) LW 29 January 2021
- Burwood Local Environmental Plan 2012 (Amendment No 17) (2021-174) LW 9 April 2021
- Burwood Local Environmental Plan 2012 (Amendment No 18) (2020-780) LW 23 December 2020
- Burwood Local Environmental Plan 2012 (Amendment No 19) (2020-676) LW 20 November 2020
- Burwood Local Environmental Plan 2012 (Amendment No 20) (2020-781) LW 23 December 2020
- Camden Local Environmental Plan 2010 (Amendment No 46) (2020-499) LW 21 August 2020
- Camden Local Environmental Plan 2010 (Amendment No 49) (2021-83) LW 26 February 2021
- Camden Local Environmental Plan 2010 (Amendment No 50) (2021-240) LW 21 May 2021
- Camden Local Environmental Plan Amendment (Sydney Region Growth Centres—Oran Park Precinct) 2020 (2020-580) LW 25 September 2020
- Camden Local Environmental Plan Amendment (Sydney Region Growth Centres—Oran Park Town Centre) 2020 (2020-594) LW 2 October 2020
- Campbelltown Local Environmental Plan 2015 (Amendment No 18) (2021-189) LW 23 April 2021
- Campbelltown Local Environmental Plan 2015 (Amendment No 21) (2021-349) LW 30 June 2021
- Campbelltown Local Environmental Plan 2015 (Amendment No 24) (2021-199) LW 30 April 2021
- Campbelltown Local Environmental Plan 2015 (Amendment No 28) (2020-720) LW 11 December 2020
- Canada Bay Local Environmental Plan 2013 (Amendment No 18) (2021-89) LW 25 February 2021
- Canterbury Local Environmental Plan 2012 (Amendment No 19) (2020-416) LW 17 July 2020
- Canterbury Local Environmental Plan 2012 (Amendment No 20) (2021-285) LW 11 June 2021
- Canterbury Local Environmental Plan 2012 (Amendment No 21) (2020-721) LW 11 December 2020

- Canterbury Local Environmental Plan 2012 (Amendment No 23) (2021-200) LW 30 April 2021
- Fairfield Local Environmental Plan 2013 (Amendment No 33) (2020-526) LW 4 September 2020
- Fairfield Local Environmental Plan 2013 (Amendment No 37) (2020-690) LW 27 November 2020
- Fairfield Local Environmental Plan 2013 (Amendment No 38) (2020-758) LW 18 December 2020
- Fairfield Local Environmental Plan 2013 (Amendment No 41) (2021-14) LW 29 January 2021
- Fairfield Local Environmental Plan 2013 (Map Amendment No 1) (2021-254) LW 28 May 2021
- Hawkesbury Local Environmental Plan 2012 (Amendment No 25) (2020-396) LW 10 July 2020
- Hawkesbury Local Environmental Plan 2012 (Amendment No 26) (2020-706) LW 4 December 2020
- Hawkesbury Local Environmental Plan 2012 (Amendment No 27) (2020-784) LW 23 December 2020
- Hawkesbury Local Environmental Plan 2012 (Amendment No 28) (2021-167) LW 1 April 2021
- Hawkesbury Local Environmental Plan 2012 (Map Amendment No 1) (2021-350) LW 30 June 2021
- Holroyd Local Environmental Plan 2013 (Amendment No 18) (2020-484) LW 14 August 2020
- Holroyd Local Environmental Plan 2013 (Amendment No 20) (2020-582) LW 25 September 2020
- Holroyd Local Environmental Plan 2013 (Amendment No 21) (2021-140) LW 26 March 2021
- Hornsby Local Environmental Plan 2013 (Amendment No 11) (2020-707) LW 4 December 2020
- Hurstville Local Environmental Plan 2012 (Amendment No 16) (2020-460) LW 7 August 2020
- Hurstville Local Environmental Plan 2012 (Amendment No 18) (2021-49) LW 12 February 2021
- Hurstville Local Environmental Plan 2012 (Amendment No 19) (2021-122) LW 19 March 2021
- Ku-ring-gai Local Environmental Plan 2015 (Amendment No 21) (2021-297) LW 18 June 2021
- Ku-ring-gai Local Environmental Plan 2015 (Amendment No 23) (2020-595) LW 2 October 2020
- Ku-ring-gai Local Environmental Plan 2015 (Amendment No 24) (2021-204) LW 30 April 2021
- Lane Cove Local Environmental Plan 2009 (Amendment No 25) (2020-519) LW 31 August 2020
- Lane Cove Local Environmental Plan 2009 (Amendment No 30) (2020-398) LW 10 July 2020
- Lane Cove Local Environmental Plan 2009 (Amendment No 37) (2021-66) LW 19 February 2021
- Lane Cove Local Environmental Plan 2009 (Amendment No 39) (2021-223) LW 14 May 2021
- Leichhardt Local Environmental Plan 2013 (Amendment No 18) (2021-90) LW 26 February 2021
- Leichhardt Local Environmental Plan 2013 (Amendment No 19) (2021-178) LW 9 April 2021
- Liverpool Local Environmental Plan 2008 (Amendment No 54) (2020-647) LW 30 October 2020
- Liverpool Local Environmental Plan 2008 (Amendment No 68) (2021-95) LW 5 March 2021
- Liverpool Local Environmental Plan 2008 (Amendment No 69) (2021-4) LW 22 January 2021
- Liverpool Local Environmental Plan 2008 (Amendment No 70) (2020-564) LW 18 September 2020
- Liverpool Local Environmental Plan 2008 (Amendment No 71) (2021-30) LW 5 February 2021
- Liverpool Local Environmental Plan 2008 (Amendment No 77) (2021-31) LW 5 February 2021
- Liverpool Local Environmental Plan 2008 (Amendment No 82) (2021-141) LW 26 March 2021
- Liverpool Local Environmental Plan 2008 (Amendment No 89) (2021-123) LW 19 March 2021
- Liverpool Local Environmental Plan 2008 (Map Amendment No 1) (2021-299) LW 18 June 2021
- Local Environmental Plan Amendment (Major Infrastructure Corridors – Maps) 2020 (2020-596) LW 2 October 2020
- Marrickville Local Environmental Plan 2011 (Amendment No 20) (2021-177) LW 9 April 2021
- Marrickville Local Environmental Plan 2011 (Amendment No 4) (2020-722) LW 11 December 2020
- North Sydney Local Environmental Plan 2013 (Amendment No 29) (2020-447) LW 31 July 2020
- North Sydney Local Environmental Plan 2013 (Amendment No 30) (2021-351) LW 30 June 2021
- Parramatta Local Environmental Plan 2011 (Amendment No 30) (2020-528) LW 4 September 2020
- Parramatta Local Environmental Plan 2011 (Amendment No 47) (2021-69) LW 19 February 2021
- Parramatta Local Environmental Plan 2011 (Amendment No 48) (2020-692) LW 27 November 2020
- Parramatta Local Environmental Plan 2011 (Amendment No 49) (2020-386) LW 3 July 2020
- Parramatta Local Environmental Plan 2011 (Amendment No 51) (2020-529) LW 4 September 2020
- Parramatta Local Environmental Plan 2011 (Amendment No 52) (2020-516) LW 28 August 2020
- Parramatta Local Environmental Plan 2011 (Amendment No 53) (2021-352) LW 30 June 2021
- Parramatta Local Environmental Plan 2011 (Amendment No 54) (2021-168) LW 1 April 2021
- Parramatta Local Environmental Plan 2011 (Amendment No 55) (2020-590) LW 2 October 2020
- Parramatta Local Environmental Plan 2011 (Amendment No 57) (2021-88) LW 26 February 2021
- Parramatta Local Environmental Plan 2011 (Amendment No 58) (2020-723) LW 11 December 2020
- Parramatta Local Environmental Plan 2011 (Amendment No 62) (2021-300) LW 18 June 2021
- Penrith Local Environmental Plan 2010 (Amendment No 17) (2020-760) LW 18 December 2020

- Penrith Local Environmental Plan 2010 (Amendment No 24) (2021-353) LW 30 June 2021
- Penrith Local Environmental Plan 2010 (Amendment No 28) (2020-693) LW 27 November 2020
- Penrith Local Environmental Plan 2010 (Amendment No 31) (2021-153) LW 31 March 2021
- Penrith Local Environmental Plan 2010 (Amendment No 32) (2021-32) LW 5 February 2021
- Penrith Local Environmental Plan 2010 (Amendment No 33) (2020-774) LW 18 December 2020
- Randwick Local Environmental Plan 2012 (Amendment No 7) (2020-400) LW 10 July 2020
- Randwick Local Environmental Plan 2012 (Amendment No 8) (2020-485) LW 14 August 2020
- Rockdale Local Environmental Plan 2011 (Amendment No 23) (2020-607) LW 9 October 2020
- Ryde Local Environmental Plan 2014 (Amendment No 25) (2020-694) LW 27 November 2020
- Ryde Local Environmental Plan 2014 (Amendment No 26) (2021-51) LW 12 February 2021
- Ryde Local Environmental Plan 2014 (Amendment No 27) (2021-142) LW 26 March 2021
- Ryde Local Environmental Plan 2014 (Amendment No 28) (2021-100) LW 5 March 2021
- Standard Instrument (Local Environmental Plans) Amendment (Definitions) Order 2020 (2020-636) LW 28 October 2020
- Standard Instrument (Local Environmental Plans) Amendment (Flood Planning) Order 2021 (2021-226) LW 14 May 2021
- Standard Instrument (Local Environmental Plans) Amendment (Natural Disasters) Order 2021 (2021-301) LW 18 June 2021
- Standard Instrument (Local Environmental Plans) Amendment (Secondary Dwellings) Order 2020 (2020-762) LW 18 December 2020
- State Environmental Planning Policy (Affordable Rental Housing) Amendment (Short-term Rental Accommodation) 2021 (2021-175) LW 9 April 2021
- State Environmental Planning Policy (Exempt and Complying Development Codes) Amendment (COVID-19 Special Provisions) 2020 (2020-565) LW 18 September 2020
- State Environmental Planning Policy (Exempt and Complying Development Codes) Amendment (Low Rise Housing Diversity Code) (No 2) 2020 (2020-531) LW 4 September 2020
- State Environmental Planning Policy (Exempt and Complying Development Codes) Amendment (Miscellaneous) 2021 (2021-16) LW 29 January 2021
- State Environmental Planning Policy (Exempt and Complying Development Codes) Amendment (Outdoor Dining) 2020 (2020-696) LW 27 November 2020
- State Environmental Planning Policy (Exempt and Complying Development Codes) Amendment (Outdoor Dining – City of Sydney) 2020 (2020-638) LW 29 October 2020
- State Environmental Planning Policy (Exempt and Complying Development Codes) Amendment (Outdoor Events) 2020 (2020-776) LW 21 December 2020
- State Environmental Planning Policy (Exempt and Complying Development Codes) Amendment (Rosebery Estate) 2021 (2021-224) LW 14 May 2021
- State Environmental Planning Policy (Exempt and Complying Development Codes) Amendment (The Rocks Outdoor Dining) 2020 (2020-611) LW 15 October 2020
- State Environmental Planning Policy (Housing for Seniors or People with a Disability) Amendment (Heritage Conservation Areas Exemption) 2021 (2021-332) LW 25 June 2021
- State Environmental Planning Policy (Housing for Seniors or People with a Disability) Amendment (Metropolitan Rural Areas Exemption) 2020 (2020-441) LW 29 July 2020
- State Environmental Planning Policy (Infrastructure) Amendment (Dog-Proof Fences) 2020 (2020-763) LW 18 December 2020
- State Environmental Planning Policy (Infrastructure) Amendment (Health Services Facilities) 2021 (2021-206) LW 30 April 2021
- State Environmental Planning Policy (Infrastructure) Amendment (Sydney Metro West Interim Corridor) 2020 (2020-591) LW 2 October 2020
- State Environmental Planning Policy (Koala Habitat Protection) 2020 (2020-698) LW 30 November 2020
- State Environmental Planning Policy (Koala Habitat Protection) 2021 (2021-115) LW 17 March 2021
- State Environmental Planning Policy (Koala Habitat Protection) Amendment (Miscellaneous) 2020 (2020-618) LW 16 October 2020
- State Environmental Planning Policy (Koala Habitat Protection) Amendment (Planning for Bush Fire Protection) 2020 (2020-522) LW 3 September 2020
- State Environmental Planning Policy (Major Infrastructure Corridors) 2020 (2020-374) LW 3 July 2020
- State Environmental Planning Policy (Major Infrastructure Corridors) Amendment 2021 (2021-184) LW 16 April 2021

- State Environmental Planning Policy (Mining, Petroleum Production and Extractive Industries) Amendment 2021 (2021-246) LW 21 May 2021
- State Environmental Planning Policy (Penrith Lakes Scheme) Amendment (Miscellaneous) 2020 (2020-402) LW 10 July 2020
- State Environmental Planning Policy (Primary Production and Rural Development) Amendment (Rural Land Sharing Communities) 2020 (2020-418) LW 17 July 2020
- State Environmental Planning Policy (State and Regional Development) Amendment (Regional Panel Development Applications) 2020 (2020-375) LW 3 July 2020
- State Environmental Planning Policy (State and Regional Development) Amendment (Social Housing) 2021 (2021-33) LW 5 February 2021
- State Environmental Planning Policy (State and Regional Development) Amendment (Warehouses and Data Centres) 2021 (2021-185) LW 16 April 2021
- State Environmental Planning Policy (State Significant Precincts) Amendment (Barangaroo Site) 2020 (2020-523) LW 3 September 2020
- State Environmental Planning Policy (Sydney Region Growth Centres) Amendment (Greater Macarthur) 2020 (2020-500) LW 21 August 2020
- State Environmental Planning Policy (Three Ports) Amendment (Shipping Containers) 2020 (2020-651) LW 6 November 2020
- State Environmental Planning Policy (Three Ports) Amendment (Shipping Containers) 2021 (2021-209) LW 6 May 2021
- State Environmental Planning Policy (Vegetation in Non-Rural Areas) Amendment 2020 (2020-501) LW 21 August 2020
- State Environmental Planning Policy (Western Sydney Aerotropolis) 2020 (2020-545) LW 11 September 2020
- State Environmental Planning Policy (Western Sydney Aerotropolis) Amendment (Commencement) 2020 (2020-586) LW 30 September 2020
- State Environmental Planning Policy (Western Sydney Aerotropolis) Amendment 2021 (2021-111) LW 12 March 2021
- State Environmental Planning Policy (Western Sydney Employment Area) Amendment (Minor Amendments) 2020 (2020-592) LW 2 October 2020
- State Environmental Planning Policy Amendment (Arts and Cultural Activity) 2020 (2020-724) LW 11 December 2020
- State Environmental Planning Policy Amendment (Build-to-rent Housing) 2021 (2021-52) LW 12 February 2021
- State Environmental Planning Policy Amendment (Byron Filming) 2020 (2020-432) LW 29 July 2020
- State Environmental Planning Policy Amendment (Carter Street Precinct) 2020 (2020-764) LW 18 December 2020
- State Environmental Planning Policy Amendment (Concurrence and Referrals) 2020 (2020-667) LW 13 November 2020
- State Environmental Planning Policy Amendment (Crows Nest Metro Station) 2020 (2020-520) LW 31 August 2020
- State Environmental Planning Policy Amendment (Definitions) 2020 (2020-637) LW 28 October 2020
- State Environmental Planning Policy Amendment (Flood Planning) 2021 (2021-225) LW 14 May 2021
- State Environmental Planning Policy Amendment (Natural Disasters) 2021 (2021-302) LW 18 June 2021
- State Environmental Planning Policy Amendment (Newcastle Restaurants and Small Bars) 2020 (2020-585) LW 30 September 2020
- State Environmental Planning Policy Amendment (Newcastle Restaurants and Small Bars) 2021 (2021-154) LW 31 March 2021
- State Environmental Planning Policy Amendment (Social Housing) 2020 (2020-765) LW 18 December 2020
- State Environmental Planning Policy Amendment (Sydney Regional Environmental Plan No 30 – St Marys) 2020 (2020 605) LW 9 October 2020
- State Environmental Planning Policy Amendment (Tutti Fruitti Cafe) 2020 (2020-630) LW 23 October 2020
- State Environmental Planning Policy Amendment (Western Gateway Sub-precinct) 2020 (2020-480) LW 13 August 2020
- Strathfield Local Environmental Plan 2012 (Amendment No 13) (2020-419) LW 17 July 2020
- Strathfield Local Environmental Plan 2012 (Amendment No 14) (2021-255) LW 28 May 2021
- Sutherland Shire Local Environmental Plan 2015 (Amendment No 20) (2020-387) LW 3 July 2020
- Sutherland Shire Local Environmental Plan 2015 (Amendment No 21) (2020-766) LW 18 December 2020
- Sutherland Shire Local Environmental Plan 2015 (Amendment No 22) (2021-143) LW 26 March 2021
- Sydney Local Environmental Plan 2012 (Amendment No 52) (2021-207) LW 30 April 2021
- Sydney Local Environmental Plan 2012 (Amendment No 58) (2020-463) LW 7 August 2020
- Sydney Local Environmental Plan 2012 (Amendment No 59) (2021-17) LW 29 January 2021
- Sydney Local Environmental Plan 2012 (Amendment No 60) (2020-668) LW 13 November 2020
- Sydney Local Environmental Plan 2012 (Amendment No 61) (2021-18) LW 29 January 2021

- Sydney Local Environmental Plan 2012 (Amendment No 63) (2020-789) LW 23 December 2020
- Sydney Local Environmental Plan 2012 (Amendment No 67) (2021-355) LW 30 June 2021
- Sydney Local Environmental Plan 2012 (Amendment No 69) (2021-340) LW 25 June 2021
- Sydney Local Environmental Plan Amendment (Affordable Housing) 2021 (2021-208) LW 30 April 2021
- The Hills Local Environmental Plan 2019 (Amendment No 12) (2021-20) LW 29 January 2021
- The Hills Local Environmental Plan 2019 (Amendment No 15) (2020-532) LW 4 September 2020
- The Hills Local Environmental Plan 2019 (Amendment No 17) (2020-566) LW 18 September 2020
- The Hills Local Environmental Plan 2019 (Amendment No 18) (2021-155) LW 31 March 2021
- The Hills Local Environmental Plan 2019 (Amendment No 19) (2020-669) LW 13 November 2020
- The Hills Local Environmental Plan 2019 (Amendment No 3) (2020-424) LW 17 July 2020
- The Hills Local Environmental Plan 2019 (Amendment No 4) (2020-420) LW 17 July 2020
- The Hills Local Environmental Plan 2019 (Amendment No 8) (2020-421) LW 17 July 2020
- The Hills Local Environmental Plan Amendment (Sydney Region Growth Centres – The Hills Growth Centre Precincts) 2020 (2020-567) LW 18 September 2020
- Warringah Local Environmental Plan 2011 (Amendment No 24) (2020-547) LW 11 September 2020
- Warringah Local Environmental Plan 2011 (Amendment No 25) (2020-670) LW 13 November 2020
- Warringah Local Environmental Plan 2011 (Amendment No 26) (2020-437) LW 24 July 2020
- Waverley Local Environmental Plan 2012 (Amendment No 16) (2020-403) LW 10 July 2020
- Waverley Local Environmental Plan 2012 (Amendment No 18) (2020-631) LW 23 October 2020
- Waverley Local Environmental Plan 2012 (Amendment No 19) (2020-568) LW 18 September 2020
- Waverley Local Environmental Plan 2012 (Amendment No 20) (2021-71) LW 19 February 2021
- Waverley Local Environmental Plan 2012 (Amendment No 21) (2021-144) LW 26 March 2021
- Willoughby Local Environmental Plan 2012 (Amendment No 14) (2020-658) LW 6 November 2020
- Willoughby Local Environmental Plan 2012 (Amendment No 15) (2021-99) LW 5 March 2021
- Wollondilly Local Environmental Plan 2011 (Amendment No 38) (2020-608) LW 9 October 2020
- Wollondilly Local Environmental Plan 2011 (Amendment No 40) (2021-145) LW 26 March 2021
- Woollahra Local Environmental Plan 2014 (Amendment No 15) (2020-769) LW 18 December 2020
- Woollahra Local Environmental Plan 2014 (Amendment No 16) (2021-6) LW 22 January 2021
- Woollahra Local Environmental Plan 2014 (Amendment No 17) (2020-790) LW 23 December 2020
- Woollahra Local Environmental Plan 2014 (Amendment No 18) (2020-791) LW 23 December 2020
- Woollahra Local Environmental Plan 2014 (Amendment No 19) (2021-56) LW 12 February 2021
- Woollahra Local Environmental Plan 2014 (Amendment No 20) (2021-146) LW 26 March 2021
- Woollahra Local Environmental Plan 2014 (Amendment No 21) (2021-227) LW 14 May 2021
- Woollahra Local Environmental Plan 2014 (Amendment No 22) (2021-228) LW 14 May 2021

There were no significant judicial issues affecting the agency or users of its' services.

Risk management and insurance

Risk management

The Commission recognises the importance of robust risk management procedures. It has developed a risk management program to identify and manage risks consistent with NSW Government guidelines and policy, in particular the Internal Audit and Risk Management Policy for the General Government Sector (TPP20-08).

The Commission maintains an organisational Risk Register and reports regularly on its risks and risk management strategies to the Finance and Governance Committee and the Audit and Risk Committee.

Insurance

The Commission's insurance cover includes workers' compensation, building contents (including office equipment) and public liability insurance. The insurance policies are with the NSW Self Insurance Corporation, under the *NSW Self Insurance Corporation Act 2004*.

Internal Audit and Risk Management Attestation

Internal Audit and Risk Management Attestation Statement for the 2020/21 Financial Year for Greater Sydney Commission

I, Elizabeth Mildwater, am of the opinion that the Greater Sydney Commission has internal audit and risk management processes in operation that are, excluding the exemptions or transitional arrangements described below, compliant with the seven (7) Core Requirements set out in the *Internal Audit and Risk Management Policy for the General Government Sector*, specifically:

Core requirements		Compliant / Non-compliant / In-transition
Risk Management Framework		
1.1	The Accountable Authority shall accept ultimate responsibility and accountability for risk management in the agency.	Compliant
1.2	The Accountable Authority shall establish and maintain a risk management framework that is appropriate for the agency. The Accountable Authority shall ensure the framework is consistent with AS ISO 31000:2018.	Compliant
Internal Audit Function		
2.1	The Accountable Authority shall establish and maintain an internal audit function that is appropriate for the agency and fit for purpose.	Compliant
2.2	The Accountable Authority shall ensure the internal audit function operates consistent with the International Standards for Professional Practice for Internal Auditing.	Compliant
2.3	The Accountable Authority shall ensure the agency has an Internal Audit Charter that is consistent with the content of the 'model charter'.	Compliant
Audit and Risk Committee		
3.1	The Accountable Authority shall establish and maintain efficient and effective arrangements for independent Audit and Risk Committee oversight to provide advice and guidance to the Accountable Authority on the agency's governance processes, risk management and control frameworks, and its external accountability obligations.	Compliant
3.2	The Accountable Authority shall ensure the Audit and Risk Committee has a Charter that is consistent with the content of the 'model charter'.	Compliant

Internal Audit and Risk Management Attestation

Membership

The chair and members of the Audit and Risk Committee are:

- Independent Chair, Gerardine Brus, appointed January 2018, term expires October 2021.
- Independent Member, Christine Feldmanis, appointed December 2017, term expires November 2023.
- Independent Member, Garry Dinnie, appointed October 2017, term expires March 2024.

Shared Arrangements

I, Elizabeth Mildwater, advise that the Greater Sydney Commission has entered into an approved shared arrangement with the following Department/agencies:

- Department of Premier and Cabinet.
- The Parliamentary Counsel's Office.
- State Archives and Records Authority.

The resources shared include the Audit and Risk Committee, the Chief Audit Executive and the internal audit functions. The shared Audit and Risk Committee is a principal department (Department of Premier and Cabinet) led Shared Audit and Risk Committee.



Elizabeth Mildwater
Chief Executive Officer
Greater Sydney Commission
Date: 29 Sept 21



Contact Officer:
Lyndal Hayward
Executive Director, People & Corporate Services
Ph: (02) 8289 6200

Cyber Security Annual Attestation Statement



Cyber Security Annual Attestation Statement for the 2020/2021 Financial Year for Greater Sydney Commission

I, Elizabeth Mildwater, am of the opinion that the Greater Sydney Commission has managed cyber security risks in a manner consistent with the Mandatory Requirements set out in the NSW Government Cyber Security Policy.

Governance is in place to manage the cyber security maturity and initiatives of the Greater Sydney Commission.

Risks to the information and systems of the Greater Sydney Commission have been assessed and are managed.

The Greater Sydney Commission is in the process of developing a cyber incident response plan and Cyber Security Framework (CSF).

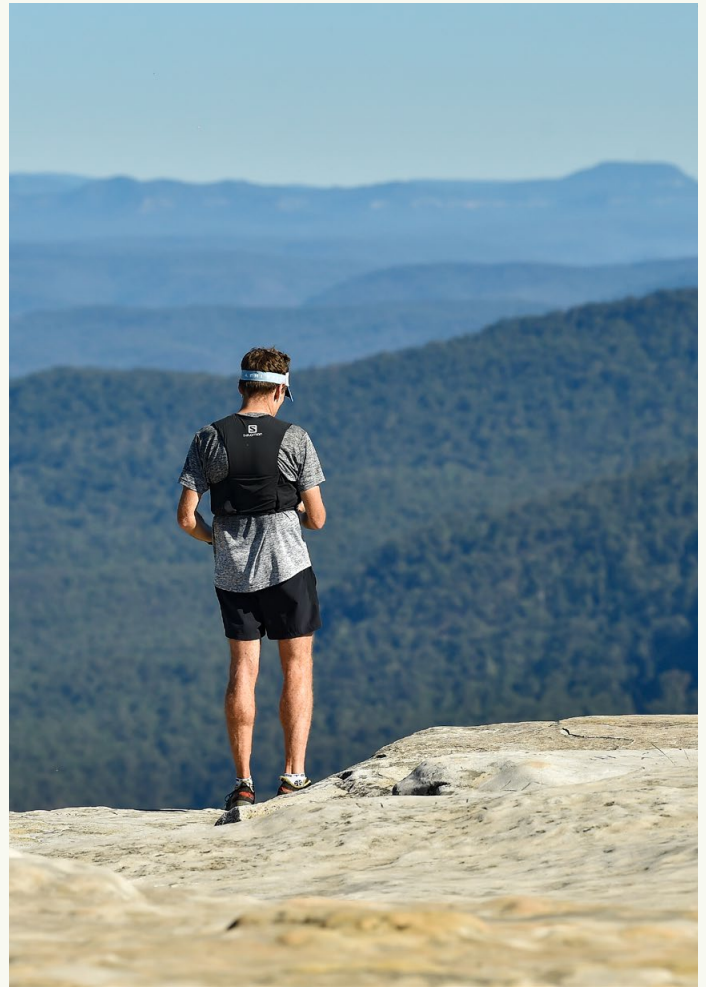
The Greater Sydney Commission is developing a Cyber Security Uplift Strategy to ensure continued improvement and management of cyber security governance and resilience.

This attestation covers the Greater Sydney Commission and the systems managed by the Greater Sydney Commission ICT function. A separate attestation for GovConnect systems will be provided by the Department of Customer Service.

A handwritten signature in black ink, appearing to read "E. Mildwater".

Elizabeth Mildwater
Chief Executive Officer

30 August 2021



Appendix 3

- Public access to government information
- GIPA Act applications
- Consumer response
- Public Interest disclosures
- International travel
- Research and development
- Waste management
- Report publication
- Privacy and personal information protection

Public access to government information

The *Government Information (Public Access) Act 2009* (*GIPA Act*) encourages NSW public sector agencies to proactively release information and give individuals easier access to information held by agencies. During the reporting period, the Commission proactively disclosed information on its website, including:

- the Statement of Priorities agreed between the Premier and the Chief Commissioner
- Commission meeting minutes
- media releases
- progress on the actions of the Greater Sydney Region Plan and implementing the District Plans
- operational policies
- details on how stakeholders can comment or participate in the Commission's work via social media
- a register of meetings with registered lobbyists, and business interests
- evidence/information reports

Under section 7(3) of the *GIPA Act*, the Commission reviewed its program for the release of government information in the reporting period to confirm that information it holds that should be in the public interest was made available.

GIPA Act applications

As the Commission is declared to be part of DPIE under Schedule 3 of the Government Information (Public Access) Regulation 2018, DPIE is responsible for handling the Commission's access applications. One formal GIPA application was received relating to the Commission by members of the public. This application is included in DPIE's Annual Report.

Consumer response

All requests made to the Commission for information or assistance are met directly and promptly and/or are referred to the most appropriate officer. The Commission aims to respond where required within 20 working days.

Stakeholders and the community have many avenues to provide public feedback and complaints. They can make contact in writing, by email, or through social media. The Commission continued its commitment to handling public feedback and complaints courteously, efficiently and while respecting the privacy of the person making the complaint.

Complaints are handled in accordance with the Commission's External Complaint Handling Policy and Procedure.

Public interest disclosures

The Commission recognises the value and importance of the contributions of public officials to enhance administrative and management practices. The Commission supports public interest disclosures being made by public officials regarding these matters.

Section 31 of the *Public Interest Disclosure Act 1994 (PID Act)* requires each public authority to prepare an annual report on its obligations under the *PID Act*. In accordance with clause 4 of the Public Interest Disclosure Regulation 2011 the following information is provided on public interest disclosures for the period 1 July 2020 to 30 June 2021.

No	Category	Total number
1	Public interest disclosures made by public officials in performing their day-to-day functions as such public officials	Nil
2	Public interest disclosures not within 1. that are made under a statutory or other legal obligation	Nil
3	All other public interest disclosures	Nil
4	Total number of public interest disclosures received relating to possible or alleged:	Nil
	a. Corrupt conduct	Nil
	b. Maladministration	Nil
	c. Serious and substantial waste of public or local government money	Nil
	d. Government information contraventions	Nil
	e. Local government pecuniary interest contraventions	Nil
5	Total number of public interest disclosures received	Nil
6	Number of public interest disclosures that have been finalised	Nil
7	Whether the Commission has a public interest disclosures policy in place	Yes
8	Actions taken by the Commission to ensure that its' staff awareness responsibilities under s 6E (1) (b) of the <i>PID Act</i> have been met	The Commission has a Public Interest Disclosure Policy in line with the <i>PID Act</i> and the NSW Ombudsman's Model Policy

International travel

The Commission had no international travel costs in the reporting period.

Report publication

The Commission's 2020/21 Annual Report was produced in house. No cost was incurred in its design.

Research and development

The Commission undertakes research to inform strategic planning policy analysis and decision making within the Commission, across government and to inform the community.

Privacy and personal information protection

The Commission is committed to protecting individual privacy and managing personal information in accordance with the *Privacy and Personal Information Protection Act 1998 (PPIP Act)* and the *Health Records and Information Privacy Act 2002*.

In accordance with section 33 of the *PPIP Act*, the Commission has a Privacy Management Plan which can be accessed on its website.

The Commission's Privacy Management Plan:

- outlines processes and responsibilities for managing individuals' personal information
- applies to all staff members, any individual employed, appointed, or otherwise attached to the Commission whether on an ongoing, temporary casual, contract, or voluntary basis
- requires that personal information only be collected for a lawful purpose directly related to the Commission's functions and which is reasonably necessary for that purpose, and that personal information be stored securely
- contains the process for an individual to request access to or alteration of their personal information held by the Commission
- outlines the procedures that the Commission adopts for internal reviews under Part 5 of the *PPIP Act*
- contains other matters the Commission considers relevant to privacy, and the protection of all personal information held.

No internal reviews or requests for access to personal information were received by the Commission during the 2020/21 reporting period.

Appendix 4

- People and culture
- Exceptional movements in salaries and wages
- Human resources and industrial relations policies and practices
- Executive remuneration and senior executives
- Staff profile by category and gender

People and culture

Key people and culture initiatives and activities during the reporting period included:

People Matter Employee Survey

- For the fourth consecutive year the Commission had a response rate of over 90 per cent, indicating staff are keen to participate and have their say.
- Overall employee engagement results remained high at 80 per cent. This is an increase from 76 per cent in 2019 and 75 per cent in both 2017 and 2018.
- The highest scoring questions centred around topics such as flexible working, an inclusive and respectful environment, the ability to quickly adapt, collaboration within teams and notifying risks.
- Areas of focus included performance development/management and career development which continues to be enhanced by the online human resources platform and regular check-ins between managers and employees, the expansion of career development opportunities through secondments to other organisations and internal staff movements and working collectively across teams in a matrix operating environment.
- The Commission's efforts to implement activities arising out of the previous survey were once again recognised in the 2020 results, with 78 per cent of staff indicating they believed action would be taken on the results from the survey.

Charitable pursuits

- Staff nominated two charities to support over the course of the year and raised money through in person and online activities.
- Staff supported Jersey Day to increase awareness about organ donation.

Performance management

- The online Human Resources platform, MyCareer, enabled employees and secondees to develop their performance development plans in a concise and centralised manner.
- Mandatory key performance indicators are embedded in the performance plans covering people and culture, regulation, and finance related business outcomes.

Learning and development

- The learning and development program is aligned to three central themes – 'health and wellbeing', 'organisational productivity' and 'updates and information sharing'. These themes were evident in the courses conducted over the past 12 months including Microsoft suite upskilling, self-care and mindfulness, project management skills, stress awareness and building resilience, and research and project updates.
- Lunchtime learning sessions and training courses were run in a hybrid of online and face to face delivery to accommodate remote working by staff, in person collaboration and to ensure there were no disruptions to learning opportunities available to staff during the pandemic.
- The MyCareer learning and development module has provided the ability to directly link development requirements outlined in performance plans with training courses on offer through the online platform.

Workforce planning

- Although the Commission's headcount has steadily increased since its inception, it remains a small agency consisting of employees, secondees and contractors. Staff work across teams including precincts, projects, strategic planning, communications and engagement, and operations and governance.
- The Commission is a lean, agile and diverse organisation where a continual review of resourcing requirements aligned to organisational priorities and budget limitations provides an opportunity to size up and down quickly as needs arise.

Values and behaviours

- The Public Sector values of Integrity, Trust, Service and Accountability continued to be embedded in the Commission's DNA through its values and behaviour framework.
- The Commission acknowledged the importance of individuals and teams who exemplify these values through annual staff awards in a number of categories including Working with Integrity, Trust, Outstanding Service, Accountability – Workplace Culture and Living Our Values.

Human resources and industrial relations policies and practices

The Commission has its own policy framework and staff are required to read and acknowledge mandatory policies via our online HR platform on an annual basis. In addition, staff can access all policies via our staff intranet.

Employees are employed by the Commission on an award or senior executive basis.

Average Remuneration	2019–20	2020–21
Band 4	N/A	N/A
Band 3	\$441,525	\$563,750
Band 2	\$294,736	\$344,507
Band 1	\$212,562	\$229,247

	2019–20		2020–21	
Senior Executive Band	Male	Female	Male	Female
Band 4	0	0	0	0
Band 3	0	1	0	1
Band 2	2	3	4	1
Band 1	3	3	6	3
Total	5	7	10	5
Combined Total	12		15	

Twenty-two per cent of the Commission's salary related expenditure in 2020/21 related to senior executives, compared with 20 percent in 2019/20.

Staff profile by category and gender

The Commission staff profile consists of employees (employed by the Commission), secondees (from Government agencies and local councils) and contractors (engaged via labour hire agencies).

Fifty-five percent of staff are women and 33 per cent of senior executive positions are held by women.

The table below provides staff information as at 30 June for the last three reporting periods:

Employment Type	2018–2019				
	Headcount (#)			Headcount (%)	
	M	F	Total	M	F
Employee (Ongoing)	6	19	25	24	76
Employee (Temporary)	3	3	6	50	50
Seconded	4	5	9	44	56
Contractor	10	13	23	43	57
Total	23	40	63	37	63

Employment Type	2019–2020				
	Headcount (#)			Headcount (%)	
	M	F	Total	M	F
Employee (Ongoing)	7	15	22	32	68
Employee (Temporary)	3	6	9	33	67
Seconded	5	3	8	62	38
Contractor	11	22	33	33	67
Total	26	46	72	36	64

Employment Type	2020–2021				
	Headcount (#)			Headcount (%)	
	M	F	Total	M	F
Employee (Ongoing)	17	18	35	49	51
Employee (Temporary)	6	4	10	60	40
Seconded	3	3	6	50	50
Contractor	11	20	31	35	65
Total	37	45	82	45	55

Appendix 5

- Workforce diversity data
- Workforce diversity
- Disability Inclusion Action Plan
- Multicultural Policies and Services Program

The Commission, as part of the DPC cluster, adopted, contributed to, participated in, and fully supported best practice plans, programs and initiatives over the last three reporting periods and will continue to have this as a key focus going forward.

Workforce diversity data

The Commission collects workforce diversity data for the NSW Public Service Commission as part of the annual Workforce Profile Collection. The profile measures performance in meeting NSW Government benchmarks for employing staff from diverse groups. It informs the planning and development of diversity initiatives.

The table below demonstrates the trends in the representation of workforce diversity groups with benchmarks provided by the Public Service Commission. The data is based on employees who have completed a voluntary EEO survey upon commencement with the Commission.

Workforce diversity

The Commission values the principles of equity and diversity and is committed to building a workplace culture that values and understands the benefits of

a diverse workforce that is reflective of the wider community. The Commission works closely with DPC and the Public Service Commission to deliver the Premier's Priorities at an agency level.

Highlights of the workforce diversity initiatives included:

- Participated in the Department's Diversity and Inclusion Network and communicated activities to staff
- Promoted NAIDOC and National Reconciliation weeks to staff through events and education
- Participated in the NSW Public Service Commission's Indigenous Internship Program by employing three interns as part of the Summer and Winter programs and continuing to provide part time work opportunities, support and guidance throughout their university studies
- Promoted the NSW Aboriginal Procurement Policy to staff and encouraged the use of diverse suppliers where possible
- Celebrated International Women's Day by attending various events including panel discussions, keynote speaking engagements and learning sessions
- The Youth Panel includes members aged between 19 – 29 from a diverse range of backgrounds, who help the Commission ensure young people have a voice in planning Greater Sydney's future

Workforce Diversity Group	Benchmark	2019	2020	2021
Women	50%	71.4%	58.8%	53.8%
Aboriginal and / or Torres Strait Islander People	3.3%	0%	5.9%	7.7%
People whose First Language Spoken as a Child was not English	23.2%	18.6%	19.8%	22.5%
People with Disability	5.6%	6.7%	7.4%	5.1%
People with Disability requiring Work-Related Adjustment	N/A	0%	0%	5.1%

Note 1: The benchmark of 50% for representation of women across the sector is intended to reflect the gender composition of the NSW community.

Note 2: The NSW Public Sector Aboriginal Employment Strategy 2014 – 17 introduced an aspirational target of 1.8% by 2021 for each of the sector's salary bands. If the aspirational target of 1.8% is achieved in salary bands not currently at or above 1.8%, the cumulative representation of Aboriginal employees in the sector is expected to reach 3.3%

Note 3: A benchmark from the Australian Bureau of Statistics (ABS) Census of Population and Housing has been included for People whose First Language Spoken as a Child was not English. The ABS Census does not provide information about first language but does provide information about country of birth. The benchmark of 23.2% is the percentage of the NSW general population born in a country where English is not the predominant language.

Note 4: In December 2017 the NSW Government announced the target of doubling the representation of people with disability in the NSW public sector from an estimated 2.7% to 5.6% by 2027. The benchmark for 'People with Disability Requiring Work-Related Adjustment' was not updated.

- Participated in the NSW Government Graduate Program, an 18-month structured employment and development program designed to develop a cohort of future leaders with capability in the public sector
- Engaged students through Year 10 work experience programs in areas of planning and business operations
- Promoted *LGBTQIA+* events and campaigns including through Pride in NSW, the Sydney Gay and Lesbian Mardi Gras Festival, art exhibitions and panel discussions.

Disability Inclusion Action Plan

The Commission is committed to reducing barriers for people with disability to access services and facilities, obtain and maintain employment, and engage, work and participate with sector wide activities and programs.

Highlights of the disability inclusion initiatives included:

- Participated in the NSW Public Service Commission's Tailored Talent Program that aims to match people on the autism spectrum to jobs in the public sector. As a participant of this pilot program, the Commission welcomed two new colleagues to the planning and operations teams and offered support and training to all staff through an autism awareness training course.
- Celebrated International Day of People with Disability with talks from guest speakers and staff who shared their personal experiences of living and working with disability.
- Promoted The Age of Inclusion campaign to call out inequality, improve inclusiveness and raise awareness of disability in the workplace. This movement aligns with the target set by the Government to more than double the number of people with disability employed in NSW public service by 2025.

Multicultural Policies and Services Program

The Commission is committed to a culturally diverse workforce and meeting their needs. It values the skills, experiences and perspectives of people from multicultural backgrounds and their contributions to its work.

Highlights of the multicultural policies and services initiatives included:

- Celebrated and raised awareness of culturally significant events and dates including Harmony Day, Chinese Lunar New Year, Ramadan and World Refugee Day
- Established a quiet room in the office where culturally and religiously diverse staff can undertake spiritual and meditative practices
- Ensured the Commission's reports, website and community engagement information reflected the diversity of our state
- Developed tools and information with user-friendly content and text in plain English.

Looking forward, the Commission will continue to focus on workforce diversity, disability inclusion and multicultural policies and programs, by promoting and participating in ongoing and new initiatives including:

- Diversity and inclusion events and campaigns – raising awareness and supporting activities across the organisations
- Policies and procedures – reviewing and adjusting relevant policies and introducing new ones as workplace matters evolve
- Learning and development – launching new courses and training sessions such as cultural and disability awareness, and unconscious bias
- Workforce planning and resourcing – ensuring that planning and subsequent recruitment decisions always involve a lens of diversity
- Youth employment and development – employing school leavers as part of the Infrastructure Traineeship Program, welcoming new graduates and interns to the Commission, and providing development opportunities for young staff members across the organisation including mentoring and workgroup rotations
- Office design – creating an inclusive working environment at the new Parramatta Square office through consultation with staff and thoughtful office design.



Appendix 6

- Budgets
- Payment of accounts
- Consultants

Budgets

Outline Budget for 2020/21

	Notes	2020/21 \$'000
Total expenses excluding losses	Operating expenses, personnel and other expenses	21,701
Total Revenue	Grants, contributions and other revenue	21,066
Net Result		(635)

Note: Budget as provided by the Department of Premier and Cabinet and reflects all approved 2020/21 budget proposals.

Outline Budget for 2021/22

The 2021/22 budget provided to Greater Sydney Commission is \$25.1m. The budget will be used to deliver the Commission's priorities for 2021-22 including leading the development of city shaping thought leadership, strategic planning and innovation precinct co-ordination across the Greater Sydney global metropolis of three cities.

Payment of accounts

Account Payment Performance

Aged analysis at the end of each quarter					
All Suppliers					
Quarter	Current (within due date) (\$)	< 30 days Overdue (\$)	31-60 days Overdue (\$)	61-90 days Overdue (\$)	>90 days Overdue (\$)
Sep 2020	843,964	–	–	–	–
Dec 2020	543,488	–	–	–	–
Mar 2021	466,360	4,488	–	–	–
Jun 2021	614,820	18,033	382,969	–	–
Total	2,468,632	22,521	382,969	–	–

Accounts Due or Paid Within Each Quarter

Accounts due or paid within each quarter					
Measure	Total 2020/21	September 2020	December 2020	March 2021	June 2021
All Suppliers					
Number of invoices due for payment	624	158	158	147	161
Number of invoices paid on time	499	124	120	120	135
Actual percentage of invoices paid on time (based on number of invoices)	80.0%	78.5%	75.9%	81.6%	83.9%
Dollar amount of invoices due on time	14,661,946	4,328,427	2,717,992	4,379,252	3,236,276
Dollar amount of invoices paid on time	12,617,301	3,605,886	1,867,130	4,075,377	3,068,908
Actual percentage of invoices paid on time (based on \$)	86.1%	83.3%	68.7%	93.1%	94.8%

Accounts due or paid within each quarter					
Measure	Total 2020/21	September 2020	December 2020	March 2021	June 2021
Small Business Suppliers					
Number of invoices due for payment	35	8	10	10	7
Number of invoices paid on time	10	2	1	3	4
Actual percentage of invoices paid on time (based on number of invoices)	28.6%	25.0%	10.0%	30.0%	57.1%
Dollar amount of invoices due on time	262,105	63,863	69,806	71,844	56,592
Dollar amount of invoices paid on time	93,701	26,447	5,808	21,978	39,468
Actual percentage of invoices paid on time (based on \$)	35.7%	41.4%	8.3%	30.6%	69.7%

Consultants

Number of consultancy engagements costing less than \$50,000:	3
Total value of consultancy engagements costing less than \$50,000:	\$73,825
These costs related to:	Strategy and planning
Number of consultancy engagements costing \$50,000 or more:	0

Total Number of Engagements	Total Cost \$
3	\$73,825





Audited Financial Statements

Independent Auditor's Report	104
Statement by the Accountable Authority	106
Statement of comprehensive income	107
Statement of financial position	108
Statement of changes in equity	110
Statement of cash flows	111
Notes to the financial statements	113



INDEPENDENT AUDITOR'S REPORT

Greater Sydney Commission

To Members of the New South Wales Parliament

Opinion

I have audited the accompanying financial statements of the Greater Sydney Commission (the Commission), which comprises the Statement by the Accountable Authority, the Statement of Comprehensive Income for the year ended 30 June 2021, the Statement of Financial Position as at 30 June 2021, the Statement of Changes in Equity and the Statement of Cash Flows for the year then ended, notes comprising a Statement of Significant Accounting Policies and other explanatory information of the Commission and the consolidated entity. The consolidated entity comprises the Commission and the entities it controlled at the year's end or from time to time during the financial year.

In my opinion, the financial statements:

- have been prepared in accordance with Australian Accounting Standards and the applicable financial reporting requirements of the *Government Sector Finance Act 2018* (GSF Act), the *Government Sector Finance Regulation 2018* (GSF Regulation) and the Treasurer's Directions
- presents fairly the financial position, financial performance and cash flows of the Commission and the consolidated entity.

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

Basis for Opinion

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

I am independent of the Commission and the consolidated entity in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

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

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

The Chief Executive's Responsibilities for the Financial Statements

The Chief Executive is responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards and the GSF Act, GSF Regulations and Treasurer's Directions. The Chief Executive's responsibility also includes such internal control as the Chief Executive determines is necessary to enable the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Chief Executive is responsible for assessing the ability of the Commission and the consolidated entity to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

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

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

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar3.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Commission or the consolidated entity carried out their activities effectively, efficiently and economically
- about the assumptions used in formulating the budget figures disclosed in the financial statements
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.



David Daniels
Director, Financial Audit

Delegate of the Auditor-General for New South Wales

25 October 2021
SYDNEY

Greater Sydney Commission Statement by the Accountable Authority

for the year ended 30 June 2021

Pursuant to section 7.6(4) of the *Government Sector Finance Act 2018* ("the Act"), I state

(a) these financial statements have been prepared in accordance with:

- Australian Accounting Standards (which includes Australian Accounting Interpretations);
- applicable requirements of the Act, Government Sector Finance Regulation 2018; and
- Treasurer's Directions issued under the Act.

(b) these financial statements present fairly the Greater Sydney Commission's financial position as at 30 June 2021 and the financial performance and cash flows for the year then ended; and

(c) there are no circumstances which would render any particulars included in the financial statements to be misleading or inaccurate.



Elizabeth Mildwater
Chief Executive Officer

Date: 21 October 2021



Phil Skidmore
Chief Financial Officer

Date: 21 October 2021

Greater Sydney Commission Statement of comprehensive income

for the year ended 30 June 2021

	Notes	Consolidated			GSC		
		Actual 2021 \$'000	Budget 2021 \$'000	Actual 2020 \$'000	Actual 2021 \$'000	Budget 2021 \$'000	Actual 2020 \$'000
Expenses excluding losses							
Operating expenses							
Employee related	2(a)	6,989	13,382	8,468	–	–	–
Personnel services	2(e)	–	–	–	7,406	13,382	8,339
Other operating expenses	2(b)	14,473	13,037	15,258	14,473	13,037	15,258
Depreciation and amortisation expense	2(c)	661	618	692	661	618	692
Grants and subsidies	2(d)	–	61,583	12,627	–	61,583	12,627
Finance costs	2(f)	12	16	19	12	16	19
Total expenses excluding losses		22,135	88,636	37,064	22,552	88,636	36,935
Revenue							
Grants and contributions	3(a)	19,847	84,747	35,802	19,847	84,747	35,802
Acceptance by the Crown of employee benefits and other liabilities	3(b)	(417)	30	129	–	30	–
Other revenue	3(c)	1,742	3,224	1,698	1,742	3,224	1,698
Total revenue		21,172	88,001	37,629	21,589	88,001	37,500
Operating result							
Gain/(loss) on disposal		–	–	(17)	–	–	(17)
Impairment losses on right-of-use assets		(83)	–	(167)	(83)	–	(167)
Net result from continuing operations		(1,046)	(635)	381	(1,046)	(635)	381
Other comprehensive income							
Total other comprehensive income		–	–	–	–	–	–
Total comprehensive income		(1,046)	(635)	381	(1,046)	(635)	381

The accompanying notes form part of these financial statements.

Greater Sydney Commission Statement of financial position

for the year ended 30 June 2021

	Notes	Consolidated			GSC		
		Actual	Budget	Actual	Actual	Budget	Actual
		2021	2021	2020	2021	2021	2020
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Assets							
Current assets							
Cash and cash equivalents	4	1,582	652	1,214	1,567	652	1,195
Receivables	5	533	732	733	512	732	730
Total current assets		2,115	1,384	1,947	2,079	1,384	1,925
Non-current assets							
Property, plant and equipment							
Plant and equipment		233	227	215	233	227	215
Leasehold improvements		–	–	37	–	–	37
Total property, plant and equipment	6	233	227	252	233	227	252
Right of Use Assets	7	399	393	961	399	393	961
Intangible assets	8	9	12	37	9	12	37
Total non-current assets		641	632	1,250	641	632	1,250
Total assets		2,756	2,016	3,197	2,720	2,016	3,175

The accompanying notes form part of these financial statements.

Continued on page 109

Greater Sydney Commission Statement of financial position (continued)

for the year ended 30 June 2021

	Notes	Consolidated			GSC		
		Actual	Budget	Actual	Actual	Budget	Actual
		2021	2021	2020	2021	2021	2020
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Liabilities							
Current liabilities							
Payables	9	3,759	2,777	2,728	3,747	2,777	2,737
Borrowings	10	594	590	563	594	590	563
Provisions	11	1,005	667	698	981	667	667
Unearned Income	12	85	136	136	85	136	136
Total current liabilities		5,443	4,170	4,125	5,407	4,170	4,103
Non-current liabilities							
Borrowings	10	1	-	591	1	-	591
Provisions	11	34	39	39	34	39	39
Total non-current liabilities		35	39	630	35	39	630
Total liabilities		5,478	4,209	4,755	5,442	4,209	4,733
Net assets/(liabilities)		(2,722)	(2,193)	(1,558)	(2,722)	(2,193)	(1,558)
Equity							
Accumulated funds/(deficit)		(2,722)	(2,193)	(1,558)	(2,722)	(2,193)	(1,558)
Total equity		(2,722)	(2,193)	(1,558)	(2,722)	(2,193)	(1,558)

The accompanying notes form part of these financial statements.

Greater Sydney Commission Statement of changes in equity

for the year ended 30 June 2021

	Notes	GSC	
		Accumulated Funds \$'000	Total \$'000
Balance at 1 July 2020		(1,558)	(1,558)
Net result for the year		(1,046)	(1,046)
Other comprehensive income		–	–
Total other comprehensive income		–	–
Total comprehensive income for the year		(1,046)	(1,046)
Transactions with owners in their capacity as owners			
Increase/(decrease) in net assets from equity transfers	13	(118)	(118)
Balance at 30 June 2021		(2,722)	(2,722)
Balance at 1 July 2019		(1,842)	(1,842)
Net result for the year		381	381
Other comprehensive income		–	–
Total other comprehensive income		–	–
Total comprehensive income for the year		381	381
Transactions with owners in their capacity as owners			
Increase/(decrease) in net assets from equity transfers	13	(97)	(97)
Balance at 30 June 2020		(1,558)	(1,558)

The accompanying notes form part of these financial statements.

Greater Sydney Commission Statement of cash flows

for the year ended 30 June 2021

		Consolidated			GSC	
		Actual 2021 \$'000	Budget 2021 \$'000	Actual 2020 \$'000	Actual 2021 \$'000	Budget 2020 \$'000
	Notes					
Cash flows from operating activities						
Payments						
Employee related		(7,153)	(13,352)	(8,441)	–	–
Personnel services		–	–	–	(7,162)	(8,362)
Grants and Subsidies		–	(61,583)	(12,627)	–	(12,627)
Finance costs		(12)	(16)	(19)	(12)	(19)
Other expenses		(14,862)	(13,018)	(15,974)	(14,867)	(15,970)
Total payments		(22,027)	(87,969)	(37,061)	(22,041)	(36,978)
Receipts						
Grants and contributions		19,847	84,747	35,802	19,847	35,802
Other revenue		3,235	3,224	2,647	3,253	2,650
Total Receipts		23,082	87,971	38,449	23,100	38,452
Net cash flows from operating activities	16	1,055	2	1,388	1,059	1,474

The accompanying notes form part of these financial statements.

Continued on page 112

Greater Sydney Commission Statement of cash flows (continued)

for the year ended 30 June 2021

	Notes	Consolidated			GSC	
		Actual	Budget	Actual	Actual	Budget
		2021	2021	2020	2021	2020
		\$'000	\$'000	\$'000	\$'000	\$'000
Cash flows from investing activities						
Purchases of property, plant and equipment		(115)	–	(55)	(115)	(55)
Net cash flows from investing activities		(115)	–	(55)	(115)	(55)
Cash flows from financing activities						
Payment of principal portion of lease liabilities		(572)	(564)	(538)	(572)	(538)
Net cash flows from financing activities		(572)	(564)	(538)	(572)	(538)
Net increase/(decrease) in cash and cash equivalents		368	(562)	795	372	881
Opening cash and cash equivalents		1,214	1,214	419	1,195	314
Closing cash and cash equivalents	4	1,582	652	1,214	1,567	1,195

The accompanying notes form part of these financial statements.

Greater Sydney Commission Notes to and forming part of the financial statements

for the year ended 30 June 2021

1. Statement of Significant Accounting Policies

(a) Reporting entity

The Greater Sydney Commission (the Commission), is a NSW government entity and is controlled by the State of New South Wales, which is the ultimate parent. The Commission as a reporting entity, comprising all the entities under its control, namely Greater Sydney Commission Staff Agency. The reporting entity is consolidated as part of the NSW Total State Sector Accounts.

The Commission is a public service agency established under the *Greater Sydney Commission Act 2015* and is pursuant to Part 2 of Schedule 1 of the *Government Sector Employment Act 2013*. The Commission comprises of persons who are employed under the *Government Sector Employment Act 2013* to enable the Commission to exercise its functions.

In the process of preparing the consolidated financial statements for the economic entity consisting of the controlling and controlled entities, all inter-entity transactions and balances have been eliminated.

The Commission is a not-for-profit entity (as profit is not its principal objective) and it has no cash generating units.

These financial statements for the period ended 30 June 2021 have been authorised for issue by the Chief Executive Officer on 21 October 2021.

The composition and functional accountabilities of the Commission changed considerably during 2020–21, with the following functions transferring in and out:

- Western Sydney City Deal Delivery Office and Western Parkland City Liveability grant program transferred out to Western Parkland City Authority under *Administrative Arrangements (Administrative Changes – Transfer of Staff to Western City and Aerotropolis Authority Staff Agency)* Order 2020;

- Multi-utilities investigation project and Western-Sydney Place-based Infrastructure Compact transferred out to Western Parkland City Authority;
- Precincts team of the Precincts and Innovation Ecosystem branch of NSW Treasury transferred in under *Administrative Arrangements (Administrative Changes – Miscellaneous)* Order 2021.

(b) Basis of preparation

The Commission's financial statements are general purpose financial statements which have been prepared on an accrual basis in accordance with:

- applicable Australian Accounting Standards (AAS) (which include Australian Accounting Interpretations);
- the requirements of the *Government Sector Finance Act 2018* (GSF Act); and
- the Government Sector Finance Regulation 2018
- Treasurer's Directions issued under the *Government Sector Finance Act 2018*.

Property, plant and equipment are measured using the fair value basis. Other financial statement items are prepared in accordance with the historical cost convention except where specified otherwise.

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

The financial statements are prepared on a going concern basis. The Commission has a deficiency in working capital of \$3.4m and negative accumulated funds of \$2.7m. The negative accumulated funds is primarily due to timing differences, as accrued expenditure in 2016–17 was not funded by grants revenue from the principal department. However, both the Department of Premier and Cabinet and NSW Treasury will continue to fund the objectives of the Commission and provide grants revenue funding from the Consolidated Fund, in accordance with ongoing cash flow projections. As such, the Commission will continue to fulfill its financial obligations into the future.

Greater Sydney Commission Notes to and forming part of the financial statements

for the year ended 30 June 2021

All amounts are rounded to the nearest one thousand dollars and are expressed in Australian currency, which is the Commission's presentation and functional currency.

(c) Statement of compliance

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

(d) Insurance

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

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

Income, expenses and assets are recognised net of the amount of goods and services tax (GST), except that the:

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

Cash flows are included in the Statement of Cash Flows on a gross basis. However, the GST components of cash flows arising from investing and financing activities which are recoverable from, or payable to, the Australian Tax Office are classified as operating cash flows.

(f) Income recognition

Income is recognised in accordance with the requirements of AASB 15 Revenue from Contracts with Customers or AASB 1058 Income of Not-for-Profit Entities, dependent on whether there is a contract with a customer defined by AASB 15 Revenue from Contracts with Customers.

Comments regarding the accounting policies for the recognition of income are discussed below.

Grants and Contributions

Revenue from grants with sufficiently specific performance obligations is recognised as and when the Commission satisfies a performance obligation by transferring the promised goods or services. The Commission receives grant funding from the Consolidated Fund to deliver its statutory functions outlined in the *Greater Sydney Commission Act 2015* and drive forward the implementation of the Greater Sydney Region Plan and co-ordinating the accelerated delivery of innovation projects. The Commission recognises revenue depending on the nature and terms & conditions of the grant contract. The payments are typically based on the agreed timetable or on the achievement of different milestones set up in the contract.

Revenue from these grants is recognised based on the grant amount specified in the funding agreement/funding approval, and revenue is only recognised to the extent that it is highly probable that a significant reversal will not occur. No element of financing is deemed present as funding payments are usually received in advance or shortly after the relevant obligation is satisfied.

(g) Property, plant and equipment

i. Acquisitions of property, plant and equipment

Property, plant and equipment acquired are initially recognised at cost and subsequently measured at fair value less accumulated depreciation and impairment. Cost is the amount of cash or cash equivalents paid or the fair value of other consideration given to acquire the asset at the time of its acquisition or construction or, where applicable, the most attributed to that asset when initially recognised in accordance with the requirements of other Australian Accounting Standards.

Greater Sydney Commission Notes to and forming part of the financial statements

for the year ended 30 June 2021

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

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

ii. Capitalisation thresholds

Property, plant and equipment and intangible assets costing \$5,000 and above individually (or forming part of a network costing more than \$5,000) are capitalised.

iii. Restoration cost

The present value of the expected cost for the restoration or cost of dismantling of an asset after its use is included in the cost of the respective asset if the recognition criteria for a provision are met.

iv. Maintenance

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

v. Depreciation of property, plant and equipment

Depreciation is provided for on a straight-line basis for all depreciable assets so as to write off the depreciable amount of each asset as it is consumed over its useful life to the Commission.

All material identifiable components of assets are depreciated separately over their useful life. Following are the depreciation rates:

Depreciation rates	2021 % rate	2020 % rate
Office furniture and fittings	14	14
Leasehold improvements	20–33	20–33
Plant and equipment	20–25	20–25
Computer equipment and hardware	33	33

vi. Revaluation of property, plant and equipment

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

The Commission has non-specialised assets with short useful lives, these are measured at depreciated historical cost as a surrogate for fair value.

vii. Impairment of property, plant and equipment

As a not-for-profit entity with no cash generating units, impairment under AASB 136 Impairment of Assets is unlikely to arise. Since property, plant and equipment is carried at fair value or an amount that approximates fair value, impairment can only arise in rare circumstances such as where the costs of disposal are material.

The Commission assesses, at each reporting date, whether there is an indication that an asset may be impaired. If any indications exist, or when annual impairment testing for an asset is required, the Commission estimates the asset's recoverable amount. When the carrying amount of an asset exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

Greater Sydney Commission Notes to and forming part of the financial statements

for the year ended 30 June 2021

(h) Leases

The Commission leases office space from Property NSW. The lease term is negotiated on the Commission's requirement and contains other terms and conditions. The lease agreement does not impose any covenants, but leased property may not be used as security for borrowing purposes. The Commission does not provide residual value guarantees in relation to the lease.

Extension and termination options are included in the property lease. These terms are used to maximise operational flexibility in terms of managing contracts. The majority of extension and termination options held are exercisable only by the Commission and not by the respective lessor. In determining the lease term, management considers all facts and circumstances that create an economic incentive to exercise an extension option, or not exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not terminated). The assessment is reviewed if a significant event or a significant change in circumstances occurs which affects this assessment and that is within the control of the lessee. The Commission has not opted to exercise extension or termination options. As a result, the financial impact on recognition of lease liabilities and right-of-use assets is nil.

The Commission's current lease contract expires in June 2022 and will not be extended as the Commission will move into the new Government workplace campus hub at 6 Parramatta Square during 2022. A right-of-use asset and corresponding lease liability for the new lease will be calculated by Property NSW and provided to the Commission once the new lease has been signed.

AASB 16 *Leases* requires a lessee to recognise a right-of-use asset and a corresponding lease liability for most leases.

The Commission has elected to recognise payments for short-term leases and low value leases as expenses

on a straight-line basis, instead of recognising a right-of-use asset and lease liability. Short-term leases are leases with a lease term of 12 months or less. Low value assets are assets with a fair value of \$10,000 or less when new.

Recognition and Measurement

The Commission assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

The Commission recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets, except for short-term leases and leases of low-value assets.

i. Right-of-use assets

The Commission recognises right-of-use assets at the commencement date of the lease (i.e. the date the underlying asset is available for use). Right-of-use assets are initially measured at the amount of initial measurement of the lease liability (refer ii below), adjusted by any lease payments made at or before the commencement date and lease incentives, any initial direct costs incurred, and estimated costs of dismantling and removing the asset or restoring the site. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets.

If ownership of the leased asset transfers to the Commission at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

The right-of-use assets are also subject to impairment. The Commission assesses, at each reporting date, whether there is an indication that an asset may be impaired. If any indication exists, or when annual impairment testing for an asset is required, the Commission estimates the

Greater Sydney Commission Notes to and forming part of the financial statements

for the year ended 30 June 2021

asset's recoverable amount. When the carrying amount of an asset exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount. After an impairment loss has been recognised, it is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount. The reversal is limited so that the carrying amount of the asset does not exceed its recoverable amount, nor exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised for the asset in prior years. Such reversal is recognised in the net result.

ii. Lease liabilities

At the commencement date of the lease, the Commission recognises lease liabilities measured at the present value of lease payments to be made over the lease term. Lease payments include:

- fixed payments (including in substance fixed payments) less any lease incentives receivable;
- variable lease payments that depend on an index or a rate;
- amounts expected to be paid under residual value guarantees;
- exercise price of a purchase options reasonably certain to be exercised by the Commission; and
- payments of penalties for terminating the lease, if the lease term reflects the Commission exercising the option to terminate.

The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, the Commission's incremental borrowing rate is used.

The net present value of the remaining lease payments is often an appropriate proxy for the fair value of relevant right-of-use assets at the time of initial recognition except for the leases

that have significantly below-market terms and conditions.

(i) Intangible assets

The Commission recognises intangible assets only if it is probable that future economic benefits will flow to the Commission and the cost of the asset can be measured reliably. Intangible assets are measured initially at cost. Where an asset is acquired at no or nominal cost, the cost is its fair value as at the date of acquisition. Following initial recognition, intangible assets are subsequently measured at fair value only if there is an active market. If there is no active market for the Commission's intangible assets, the assets are carried at cost less any accumulated amortisation and impairment losses.

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

The Commission's intangible assets are amortised using the straight-line method over a period of 4 to 5 years appropriate to the future economic benefits.

The amortisation period and the amortisation method for an intangible asset with a finite useful life are reviewed at least at the end of each reporting period.

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

(j) Borrowings

Lease liabilities are determined in accordance with AASB 16 Leases and disclosed as borrowings.

(k) Financial instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

Financial assets and financial liabilities are initially measured at fair value. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities (other than

Greater Sydney Commission Notes to and forming part of the financial statements

for the year ended 30 June 2021

financial assets and financial liabilities at fair value through profit or loss) are added to or deducted from the fair value of the financial assets or financial liabilities, as appropriate, on initial recognition. Transaction costs directly attributable to the acquisition of financial assets or financial liabilities at fair value through profit or loss are recognised immediately in net result.

The Commission determines the classification of its financial assets and liabilities after initial recognition and, when allowed and appropriate, re-evaluates this at each financial year end.

i. Financial assets

• Receivables

Recognition and Measurement

All 'regular way' purchases or sales of financial asset are recognised and derecognised on a trade date basis. Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the time frame established by regulation or convention in the marketplace.

Receivables are initially recognised at fair value plus any directly attributable transaction costs. Trade receivables that do not contain a significant financing component are measured at the transaction price.

Subsequent measurement

The Commission holds receivables with the objective to collect the contractual cash flows and therefore measures them at amortised cost using the effective interest method, less any impairment. Changes are recognised in the net result for the year when impaired, derecognised or through the amortisation process.

Impairment

The Commission recognises an allowance for expected credit losses (ECLs) for all debt financial assets not held at fair value through

profit or loss. ECLs are based on the difference between the contractual cash flows and the cash flows that the Commission expects to receive, discounted at the original effective interest rate.

For trade receivables, the Commission applies a simplified approach in calculating ECLs. The Commission recognises a loss allowance based on lifetime ECLs at each reporting date. The Commission has established a provision matrix based on its historical credit loss experience for trade receivables, adjusted for forward-looking factors specific to the receivable.

ii. Financial liabilities

Financial liabilities at amortised cost (including borrowings and trade payables).

Financial liabilities at amortised cost are initially measured at fair value, net of transaction costs. These are subsequently measured at amortised cost using the effective interest method, with interest expense recognised on an effective yield basis.

Payables represent liabilities for goods and services provided to the Commission and other amounts. Short-term payables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial.

Gains or losses are recognised in the net result for the year on de-recognition of financial liabilities.

(I) Employee benefits and other provisions

Employee benefits are provided to the Commission by the Greater Sydney Commission Staff Agency. The Commission recognises personnel services expenses and provisions for these benefits.

i. Salaries and wages, annual leave and sick leave

Salaries and wages (including non-monetary benefits) and paid sick leave that are expected to be settled wholly within 12 months after the

Greater Sydney Commission Notes to and forming part of the financial statements

for the year ended 30 June 2021

end of the period in which the employees render the service are recognised and measured at the undiscounted amounts of the benefits.

Annual leave is not expected to be settled wholly before 12 months after the end of the annual reporting period in which the employees render the related service. As such, it is required to be measured at present value in accordance with AASB 119 Employee Benefits (although short-cut methods are permitted). Actuarial advice obtained by Treasury has confirmed that the use of a nominal approach plus the annual leave entitlements accrued while taking annual leave (using 8.4% of the nominal value of annual leave) can be used to approximate the present value of the annual leave liability. The Commission has assessed the actuarial advice based on the Commission's circumstances and has determined that the effect of discounting is immaterial to annual leave. All annual leave is classified as a current liability even where the Commission does not expect to settle the liability within 12 months as the Commission does not have an unconditional right to defer the settlement.

Unused non-vesting sick leave does not give rise to a liability as it is not considered probable that sick leave taken in the future will be greater than the benefits accrued in the future.

ii. Long service leave and superannuation

The Staff Agency's liabilities for long service leave and defined benefit superannuation are assumed by the Crown. The entity accounts for the liability as having been extinguished, resulting in the amount assumed being shown as part of the non-monetary revenue item described as 'Acceptance by the Crown of employee benefits and other liabilities'.

Long service leave is measured at the present value of expected future payments to be made in respect of services provided up to the reporting date. Consideration is given to certain factors based on actuarial review, including expected future wage and salary levels, experience of employee departures, and periods of service. Expected future payments are discounted using commonwealth government bond rate at the reporting date.

The superannuation expense for the financial year is determined by using the formulae specified in the Treasurer's Directions. The expense for certain superannuation schemes (i.e. Basic Benefit and First State Super) is calculated as a percentage of the employees' salary. For other superannuation schemes (i.e. State Superannuation Scheme and State Authorities Superannuation Scheme), the expense is calculated as a multiple of the employees' superannuation contributions.

iii. Consequential on-costs

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

(m) Other provisions

Provisions are recognised when: the Commission has a present legal or constructive obligation as a result of a past event; it is probable that an out flow of resources will be required to settle the obligation; and a reliable estimate can be made of the amount of obligation. When the Commission expects some or all of the provision to be reimbursed, for example, under an insurance contract, the reimbursement is recognised as a separate asset, but only when the reimbursement is virtually certain. The expense relating to a provision is presented net of any reimbursement in the Statement of Comprehensive Income.

Greater Sydney Commission Notes to and forming part of the financial statements

for the year ended 30 June 2021

(n) Finance costs

Finance costs consist of interest and other costs incurred in connection with borrowings (lease borrowings – finance lease liabilities determined in accordance with AASB16).

Borrowing costs are recognised as expenses in the period in which they are incurred, in accordance with Treasury's Mandate to not-for-profit NSW GGS entities.

(o) Equity and reverses

i. Accumulated Funds

The category 'Accumulated Funds' includes all current and prior period retained funds.

ii. Equity Transfer

The transfer of net assets between agencies as a result of an administrative restructure, transfer of programs/functions and parts thereof between NSW public sector agencies and 'equity appropriations' are designed or required by Australian Accounting Standards to be treated as contributions by owners and recognised as an adjustment to 'Accumulated Funds'.

This treatment is consistent with AASB 1004 Contributions and Australian Interpretation 1038 *Contributions by Owners Made to Wholly owned Public Sector Entities*.

Transfer arising from an administrative restructure involving not for profit entities and for-profit government entities are recognised at the amount at which the assets and liabilities were recognised by the transferor immediately prior to the restructure. Subject to the paragraph below, in most instances this will approximate fair value.

All other equity transfers are recognised at fair value, except for intangibles. Where an intangible has been recognised at (amortised) cost by the transferor because there is no active market, the Commission recognises the asset at the transferor's carrying amount. Where

the transferor is prohibited from recognising internally generated intangibles, the Commission does not recognise that asset. Refer to note 13 for details of equity transfers.

(p) Fair value hierarchy

Fair value hierarchy disclosure under AASB 13 Fair Value Measurement, is not required as the Commission's assets are non-specialised short- live assets and measured at depreciated historical cost as a surrogate for fair value.

(q) Budgeted amounts

The budgeted amounts are drawn from the original budgeted financial statements presented to Parliament in respect of the reporting period. Subsequent amendments to the original budget (e.g. adjustment for transfer of functions between entities as a result of *Administrative Arrangement (Administrative Changes – Miscellaneous) Orders* are not reflected in the budgeted amounts. Major variances between the original budgeted amounts and the actual amounts disclosed in the financial statements are explained in Note 14.

(r) Comparative information

Except when an Australian Accounting Standard permits or requires otherwise, comparative information is disclosed in respect of the previous period for all amounts reported in the financial statements.

(s) Changes in accounting policy, including new or revised Australian Accounting Standards

i. Effective for the first time in FY 2020–21

The entity applied AASB 1059 Service Concession Arrangements – Grantors for the first time. The nature and effect of the change as a result of adoption of this new accounting standard did not have any impact on the financial statements.

Greater Sydney Commission Notes to and forming part of the financial statements

for the year ended 30 June 2021

ii. Issued but not yet effective

NSW public sector entities are not permitted to early adopt new Australian Accounting Standards, unless Treasury determines otherwise. The Commission has assessed the potential impact of the new standards and interpretations issued but not yet effective and determined that they are unlikely to have a material impact on the financial statements of the Commission.

(t) Impact of COVID-19 on Financial Reporting for 2020–21

The potential impacts of COVID-19 on the end of year financial statements have been considered by the Commission. The pandemic did not impact the Commission's ability to generate revenue as the primary funding source is the Consolidated Fund, and the Commission did not incur any one-off COVID-related expenditure. Impacts on the property market for leased accommodation have been recognised, by impairing the value of the Commission's right of use

asset. As assessed and recommended by Property NSW, the Commission recognised a total impairment of \$250k which is made of \$167k for FY20 and \$83k for FY21.

During 2020–21 the Commission took steps to ensure that the pandemic did not have a significant operational impact. This included:

- maintaining a mobile workforce that has access to IT support, flexible working arrangements and the resources required to operate efficiently and effectively with a strong focus on connectedness and health and well-being;
- switching all stakeholder collaboration and engagements to a remote and hybrid model; and
- registering the Commission as a COVID Safe business and ensuring that a safe office environment is maintained in accordance with Public Health Orders.

Greater Sydney Commission
Notes to and forming part of the financial statements
for the year ended 30 June 2021

2. Expenses excluding losses

(a) Employee related expenses

	Consolidated		GSC	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Salaries and wages (including annual leave)	6,621	7,539	–	–
Superannuation – defined contributions plans	371	450	–	–
Long service leave	(415)	129	–	–
Payroll tax and fringe benefits tax	212	395	–	–
Redundancy	268	–	–	–
On-costs – annual leave and long service leave	(68)	(45)	–	–
	6,989	8,468	–	–

(b) Other operating expenses

Auditor's remuneration – audit of the financial statements	114	39	114	39
Contractors	7,357	6,236	7,357	6,236
Fees for services rendered	5,009	6,888	5,009	6,888
Board remuneration and expenses	1,394	1,512	1,394	1,512
Consultants	74	47	74	47
Variable lease payments, not included in lease liabilities	75	75	75	75
Computer Costs	2	71	2	71
Minor equipment purchases	2	14	2	14
Advertising/public relations	40	88	40	88
Training and conferences	103	100	103	100
Travelling	5	58	5	58
Other operating expenses	298	130	298	130
	14,473	15,258	14,473	15,258

Greater Sydney Commission Notes to and forming part of the financial statements

for the year ended 30 June 2021

(c) Depreciation and amortisation expense

	Consolidated		GSC	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Depreciation – plant and equipment	106	59	106	59
Depreciation – right of use	490	564	490	564
Depreciation – leasehold improvements	37	38	37	38
Amortisation – intangible assets	28	31	28	31
Total depreciation and amortisation	661	692	661	692

(d) Grants and subsidies

Grants and subsidies	–	12,627	–	12,627
	–	12,627	–	12,627

(e) Personnel Services

Paid to Greater Sydney Commission Staff Agency	–	–	7,406	8,339
	–	–	7,406	8,339

(f) Finance costs

Interest expense from lease liabilities	12	19	12	19
	12	19	12	19

Greater Sydney Commission Notes to and forming part of the financial statements

for the year ended 30 June 2021

3. Revenue

(a) Grants and contributions

	Consolidated		GSC	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Contributions from the Department of Premier and Cabinet	19,847	35,802	19,847	35,802
	19,847	35,802	19,847	35,802

The Commission receives its funding under appropriations from grant funding received from the Department of Premier and Cabinet which receives appropriations from the Consolidated Fund. Appropriations for each financial year are set out in the Appropriation Act for that year.

Own Source Revenue

Total spending authority from parliamentary appropriations, other than deemed appropriations	19,847	35,802	19,847	35,802
Add:				
Own source revenue on 1 July 2019	–	419	–	314
Own source money received during the year	3,235	2,647	3,253	2,650
Own source revenue balance brought forward from previous years	1,214	–	1,195	–
Less: total expenditure	(22,714)	(37,654)	(22,728)	(37,571)
Own source revenue balance carried forward to following years	1,582	1,214	1,567	1,195

The table includes monies received from the agency's own-source income from other clusters who have different responsible ministers, as comprising part of the authority to spend.

There is some complexity in respect of the legal implication of monies received by the agency from an agency in another cluster who has a different responsible minister. Therefore, there is a technical risk that the actual expenditure exceeds the aggregate legal limit authorised for the receiving responsible minister(s) for the relevant reporting period, on the other hand, the paying responsible minister(s) may have unutilised legal spending authority.

The impact of this legal uncertainty means the balance of own source revenue brought forward and carried forward in the table will not necessarily be reflective of the appropriations authority available to the agency or its responsible ministers.

Greater Sydney Commission Notes to and forming part of the financial statements

for the year ended 30 June 2021

(b) Acceptance by the Crown of employee benefits and other liabilities

The following liabilities and/or expenses have been assumed by the Crown:

	Consolidated		GSC	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Long service leave	(415)	129	–	–
Superannuation - defined benefit plans	(2)	–	–	–
	(417)	129	–	–

(c) Other revenue

Interagency project contributions from Department of Communities and Justice	56	–	56	–
Interagency project contributions from Department of Planning, Industry and Environment	36	520	36	520
Interagency project contributions from Department of Premier and Cabinet	–	434	–	434
Interagency project contributions from Western City and Aerotropolis Authority	382	91	382	91
Recoveries from Restart NSW Corridor Identification and Reservation program	1,128	576	1,128	576
Recoveries from World Pride Sydney	127	–	127	–
Recoveries from Treasury NSW	13	–	13	–
Funding from Department of Infrastructure, Transport, Regional Development and Communications for City Deal Evaluation Framework	–	50	–	50
Other	–	27	–	27
	1,742	1,698	1,742	1,698

Greater Sydney Commission
Notes to and forming part of the financial statements
 for the year ended 30 June 2021

4. Current assets – cash and cash equivalents

	Consolidated		GSC	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Cash at bank or on hand	1,582	1,214	1,567	1,195

For the purpose of the statement of cash flows, cash and cash equivalents include cash at bank and cash on hand.

Cash and cash equivalent assets recognised in the statement of financial position are reconciled at the end of the financial year to the statement of cash flows as follows:

Cash and cash equivalents (per Statement of Financial Position)	1,582	1,214	1,567	1,195
Closing cash and cash equivalents (per Statement of Cash Flows)	1,582	1,214	1,567	1,195

Refer to Note 18 for details regarding credit risk, liquidity risk and market risk arising from financial instruments.

5. Current assets – receivables

Debtors	182	499	161	496
Less allowance for expected credit losses	–	–	–	–
	182	499	161	496
GST receivables	142	231	142	231
Other	101	3	101	3
Prepayment	108	–	108	–
Total current assets – receivables	533	733	512	730

Greater Sydney Commission Notes to and forming part of the financial statements

for the year ended 30 June 2021

6. Non-current assets – property, plant and equipment

	GSC			
	Plant and equipment \$'000	Leasehold improvements \$'000	Work in progress \$'000	Total \$'000
At 1 July 2019 – fair value				
Gross carrying amount	17	152	217	386
Accumulated depreciation and impairment	(7)	(77)	–	(84)
Net carrying amount	10	75	217	302
Period ended 30 June 2020				
Net carrying amount at start of year	10	75	217	302
Adjusted net carrying amount at beginning of year	10	75	217	302
Purchases of assets	55	–	–	55
Disposals	(8)	–	–	(8)
Transfers to/(from) other asset classes	217	–	(217)	–
Depreciation expense – asset owned	(59)	(38)	–	(97)
Net carrying amount at end of year	215	37	–	252
At 1 July 2020 – fair value				
Gross carrying amount	272	152	–	424
Accumulated depreciation and impairment	(57)	(115)	–	(172)
Net carrying amount	215	37	–	252

Greater Sydney Commission
Notes to and forming part of the financial statements
for the year ended 30 June 2021

6. Non-current assets – property, plant and equipment (continued)

	GSC			
	Plant and equipment	Leasehold improvements	Work in progress	Total
	\$'000	\$'000	\$'000	\$'000
Period ended 30 June 2021				
Net carrying amount at start of year	215	37	–	252
Purchases of assets	115	–	–	115
Transfers to/(from) other asset classes	9	–	–	9
Depreciation expense – asset owned	(106)	(37)	–	(143)
Net carrying amount at end of year	233	–	–	233
At 30 June 2021 – fair value				
Gross carrying amount	396	152	–	548
Accumulated depreciation and impairment	(163)	(152)	–	(315)
Net carrying amount	233	–	–	233

Greater Sydney Commission Notes to and forming part of the financial statements

for the year ended 30 June 2021

7. Leases

Right-of-use assets under leases

The following table presents right-of-use assets that are not included in the carrying amounts of property, plant and equipment at Note 6.

	Land and buildings \$'000
Balance at 1 July 2019	961
Additions (remeasurement)	11
Depreciation expense – right-of-use assets	(490)
Other movements (impairment loss)	(83)
Balance at 30 June 2021	399
Balance at 1 July 2019	1,692
Additions	–
Depreciation expense – right-of-use assets	(564)
Other movements (impairment Loss)	(167)
Balance at 30 June 2020	961

Lease liabilities

The following table presents liabilities under leases, including leases in respect of investment properties.

	GSC	
	2021 \$'000	2020 \$'000
Balance at 1 July	1,154	1,692
Additions	–	–
Interest expenses	12	19
Payments	(584)	(557)
Other movements (remeasurement)	12	–
Balance at 30 June 2020	594	1,154

Greater Sydney Commission Notes to and forming part of the financial statements

for the year ended 30 June 2021

The following amounts were recognised in the statement of comprehensive income during the period in respect of leases where the Commission is the lessee:

7. Leases (continued)

	GSC	
	2021 \$'000	2020 \$'000
Depreciation expense of right-of-use assets	490	564
Interest expense on lease liabilities	12	19
Variable lease payments, not included in the measurement of lease liabilities	30	39
Total amount recognised in the statement of comprehensive income	532	622

The Commission had total cash outflows for leases of \$595k in FY 2020–21 (FY 2019–20: \$597k)

8. Intangible assets – computer software

	GSC
	Software \$'000
At 1 July 2019	
Cost (gross carrying amount)	163
Accumulated amortisation and impairment	(85)
Net carrying amount	78

Reconciliation

A reconciliation of the carrying amount of intangible assets at the beginning and end of the prior reporting period is set out below:

Year ended 30 June 2020

Net carrying amount at start of year	78
Adjusted net carrying amount at beginning of year	78
Additions	–
Disposal	(10)
Amortisation (recognised in 'depreciation and amortisation')	(31)
Net carrying amount at end of year	37

Greater Sydney Commission Notes to and forming part of the financial statements

for the year ended 30 June 2021

8. Intangible assets – computer software (continued)

	GSC
	Software
	\$'000
At 1 July 2020	
Cost (gross carrying amount)	137
Accumulated amortisation and impairment	(100)
Net carrying amount	37
Reconciliation	
A reconciliation of the carrying amount of intangible assets at the beginning and end of the current reporting period is set out below:	
Period ended 30 June 2021	
Net carrying amount at start of year	37
Additions	–
Disposal	–
Amortisation (recognised in 'depreciation and amortisation')	(28)
Net carrying amount at end of year	9
At 30 June 2021	
Cost (gross carrying amount)	137
Accumulated amortisation and impairment	(128)
Net carrying amount	9

Greater Sydney Commission
Notes to and forming part of the financial statements
for the year ended 30 June 2021

9. Current liabilities – payables

	Consolidated		GSC	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Accrued salaries, wages and on costs	106	59	–	–
Payable for personnel services	–	–	100	62
Creditors	1,614	1,365	1,609	1,365
Intercompany payable	–	–	(1)	6
Accrued expenses	2,039	1,304	2,039	1,304
Total current liabilities – payables	3,759	2,728	3,747	2,737

Refer to Note 18 for details regarding credit risk, liquidity risk and market risk arising from financial instruments.

10. Current/non-current liabilities – borrowings

Lease liability – current (see Note 7)	594	563	594	563
Lease liability – non-current (see Note 7)	1	591	1	591
	595	1,154	595	1,154

Changes in liabilities arising from financing activities

	GSC
	Leases
	\$'000
At 1 July 2019	
Recognised on adoption of AASB 16	1,692
Adjusted 1 July 2019	1,692
Cash flows	(538)
30 June 2020	1,154
Recognised on adoption of AASB 1059	–
1 July 2020	1,154
Cash flows	(572)
Other*	12
30 June 2021	594

*Remeasurement of lease liabilities

Greater Sydney Commission Notes to and forming part of the financial statements

for the year ended 30 June 2021

11. Current/non-current liabilities – provisions

	Consolidated		GSC	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Employee benefits and related on-costs – current				
Annual leave	608	497	–	–
Payroll tax	73	107	–	–
Fringe benefits tax	1	1	–	–
Long service leave	55	93	–	–
Redundancy or Restructuring Expenses	268	–	–	–
Provision for personnel services	–	–	981	667
Total current employee provisions	1,005	698	981	667
Other provisions – non-current				
Lease make good provision	26	26	26	26
Long service leave	8	13	–	–
Provision for personnel services	–	–	8	13
Total other non-current provisions	34	39	34	39
Aggregate employee benefits and related on costs				
Provisions – current	1,005	698	–	–
Provisions – non-current	8	13	–	–
Provision for personnel services – current	–	–	981	667
Provision for personnel services – non-current	–	–	8	13
Accrued salaries, wages and on-costs (Note 9)	106	59	–	–
Payable for personnel services	–	–	100	62
	1,119	770	1,089	742

Continued on page 134

Greater Sydney Commission Notes to and forming part of the financial statements

for the year ended 30 June 2021

11. Current/non-current liabilities – provisions (continued)

Changes in liabilities arising from financing activities	Consolidated	GSC
	“Other Non-Current” \$'000	“Other Non-Current” \$'000
Carrying amount at 1 July 2020	26	26
Carrying amount at 30 June 2021	26	26

12. Current liabilities – payables

	Consolidated		GSC	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Unearned revenue*	85	136	85	136
	85	136	85	136

*Deferred income received, service not performed.

Greater Sydney Commission Notes to and forming part of the financial statements

for the year ended 30 June 2021

13. Equity transfer

Transfers in arising from Administrative Arrangements (Administrative Changes – Miscellaneous)
Order 2021 commencing 29 March 2021

Transfer in – Precincts team of the Precincts and Innovation Ecosystem branch from NSW Treasury	2021 \$'000
Current Assets	
Cash	–
Receivables	6
Total Current Assets	6
Non Current Assets	
Receivables	–
Property, Plant and Equipment	9
Right-of-use Assets	–
Intangibles	–
Total Non Current Assets	9
Total Assets	15
Current Liabilities	
Payables	66
Borrowings	–
Provisions	124
Other	–
Total Current Liabilities	190
Non Current Liabilities	
Borrowings	–
Provisions	–
Total Non Current Liabilities	–
Total Liabilities	190
Net Assets/(Liabilities)	(175)

Transfers during the 12 month period up 30 June 2020 (for comparative purposes).

Continued on page 136

Greater Sydney Commission Notes to and forming part of the financial statements

for the year ended 30 June 2021

13. Equity transfer (continued)

Transfers out arising from Administrative Changes-Transfer of Staff to Western City and Aerotropolis Authority Staff Agency Order 2020, effective 16 October 2020

Transfer out – City Deal Delivery Office transferred out to Western City and Aerotropolis Authority	2021 \$'000
Current Assets	
Cash	–
Receivables	–
Total Current Assets	–
Non Current Assets	
Receivables	–
Property, Plant and Equipment	–
Right-of-use Assets	–
Intangibles	–
Total Non Current Assets	–
Total Assets	–
Current Liabilities	
Payables	–
Borrowings	–
Provisions	(50)
Other	–
Total Current Liabilities	(50)
Non Current Liabilities	
Borrowings	–
Provisions	(7)
Total Non Current Liabilities	(7)
Total Liabilities	(57)
Net Assets/(Liabilities)	57
Increase/(Decrease) in Net Assets from Equity Transfers	(118)

Transfers during the 12 month period up 30 June 2020 (for comparative purposes)

Continued on page 137

Greater Sydney Commission Notes to and forming part of the financial statements

for the year ended 30 June 2021

13. Equity transfer (continued)

Transfers in arising from Administrative Arrangements (Administrative Changes – Miscellaneous)
Order 2019 commencing 1 July 2019

Transfer in – City Deal Delivery Office in from the Department of Premier and Cabinet	2021 \$'000
Current Assets	
Cash	–
Receivables	–
Total Current Assets	–
Non Current Assets	
Receivables	–
Property, Plant and Equipment	–
Right-of-use Assets	–
Intangibles	–
Total Non Current Assets	–
Total Assets	–
Current Liabilities	
Payables	–
Borrowings	–
Provisions	50
Other	–
Total Current Liabilities	50
Non Current Liabilities	
Borrowings	–
Provisions	47
Total Non Current Liabilities	47
Total Liabilities	97
Net Assets	(97)

Greater Sydney Commission Notes to and forming part of the financial statements

for the year ended 30 June 2021

14. Contingent assets/liabilities

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

15. Budget review

The budgeted amounts are drawn from the original budgeted financial statements presented to Parliament. Subsequent amendments to the original budget are not reflected in the budgeted amounts. Major variances between the original budgeted amounts and the actual amounts disclosed in the financial statements are explained below.

Net Results

The net result was a \$1,046k deficit compared to a budgeted deficit of \$635k. This is an unfavourable variance of \$411k, primarily driven by non budgeted voluntary redundancy provision and work required to; commence the review and update of the Greater Sydney Regional Plans and District Plans; and stand-up initial resources to lead the accelerated delivery and coordination of key precincts. Other variances to budget include the following:

Expense

Total expenses (excluding losses) were \$22,135k compared to a budget of \$88,636k. This is an underspend of 66,501k and is driven by functional transfers in and out of the Commission, including:

- Transfer out of the City Deal Delivery Office, Western Parkland City Liveability grant program, Multi-utilities Investigation project and Western Sydney Place – based Infrastructure Compact to the Western Parkland City Authority;
- Transfer in of the Precincts team of the Precincts and Innovation Ecosystem branch from NSW Treasury.

Revenue

Revenue was \$21,172k compared to a budget of \$88,001k. The variance of \$66,826k and is driven by the functional transfers in and out referred to above.

Other Gains / Losses

Loss of \$83k compared to a nil budget. This loss was incurred due to impairment to the Commission's Right of Use Asset as a result of COVID-19 impact on the property market for leased accommodation.

Assets and Liabilities

Net liabilities were \$2,772k compared to a budget of \$2,193k. The major variances arising on the Statement of Financial Position are noted below:

Assets

- Cash and Cash Equivalents were \$1,582k compared to a budget of \$652k. This is \$930k over budget due to timing differences between appropriations and outgoing payments;
- Receivables were \$533k compared to a budget of \$732k. This is \$199k under budget, as a result of lower than budgeted inter-agency debtors as at 30 June 2021;

Liabilities

- Current provisions are \$1,039k compared to a budget of \$706k. An increase of \$333k, from increased employee provisions following staff transfers from Treasury NSW and unbudgeted voluntary redundancy payment;
- Unaccrued income is \$85k compared to a \$136k budget. Budget variance is mainly arising as a result of budget being calculated based on prior year actuals;

Cash flows

The closing Cash position was \$1,582k compared to a budget of \$652k. This is over budget by \$930k driven primarily by increased net cash flows from operating activities from timing differences between recurrent appropriation drawdowns versus outgoing payments.

Greater Sydney Commission Notes to and forming part of the financial statements

for the year ended 30 June 2021

16. Reconciliation of cash flows from operating activities to net result

	Consolidated		GSC	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Net cash used on operating activities	1,055	1,388	1,059	1,474
Depreciation and amortisation	(661)	(692)	(661)	(692)
Decrease/(increase) in provisions	(253)	102	(251)	52
Increase/(decrease) in receivables and other assets	(148)	310	(159)	278
Decrease/(increase) in creditors	(956)	(543)	(951)	(547)
Net gain/(loss) on sale of plant and equipment	–	(17)	–	(17)
Impairment loss on right-of-use Assets	(83)	(167)	(83)	(167)
Net result	(1,046)	381	(1,046)	381

The Commission had no investing and financing transactions which did not result in cash flows.

17. Program groups

The Commission has one program group the purpose of which is to lead the development of city shaping thought leadership, strategic planning and innovation precinct co-ordination across the Greater Sydney global metropolis of three cities.

18. Financial instruments

The Commission's principal financial instruments are outlined below. These financial instruments arise directly from the Commission's operation or are required to finance the Commission's operations. The Commission does not trade financial instruments, including derivative financial instruments, for speculative purposes.

The Commission's main risk arising from financial instruments are outlined below, together with the Commission's objectives, policies and processes for measuring and managing risk. Further quantitative and qualitative disclosures are included throughout these financial statements.

The Chief Executive Officer has overall responsibility for the establishment and oversight of risk management and reviews and agrees policies for managing risk. Risk management policies are established to identify and analyse the risks faced by the Commission, to set risk limits and controls to monitor risks.

Compliance with policies is reviewed by the Commission on a periodic basis.

Greater Sydney Commission
Notes to and forming part of the financial statements
for the year ended 30 June 2021

(a) Financial instrument categories

i. As at 30 June 2021

			Consolidated		GSC	
			2021	2020	2021	2020
			\$'000	\$'000	\$'000	\$'000
Class	Note	Category	Carrying amount		Carrying amount	
Financial assets						
Class:						
Cash and cash equivalents	4	Amortised Cost	1,582	1,214	1,567	1,195
Receivables ¹	5	Amortised Cost	182	499	161	496
Financial liabilities						
Class:						
Payables ²	9	Financial liabilities measured at amortised cost	3,759	2,728	3,747	2,737
Borrowings	10	Financial liabilities measured at amortised cost	595	1,154	595	1,154

1. Excludes statutory receivables and prepayments (not within scope of AASB 7).

2. Excludes statutory payables and unearned revenue (not within scope of AASB 7).

(b) Derecognition of financial assets and financial liabilities

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is derecognised when the contractual rights to the cash flows from the financial assets expire; or if the entity transfers its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement; and either:

- the entity has transferred substantially all the risks and rewards of the asset; or
- the entity has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control.

When the Commission has transferred its

rights to receive cash flows from an asset or has entered into a passthrough arrangement, it evaluates if, and to what extent, it has retained the risks and rewards of ownership. Where the Commission has neither transferred nor retained substantially all the risks and rewards or transferred control, the asset continues to be recognised to the extent of the Commission's continuing involvement in the asset. In that case, the Commission also recognises an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the entity has retained.

Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration that the entity could be required to repay.

Greater Sydney Commission Notes to and forming part of the financial statements

for the year ended 30 June 2021

A financial liability is derecognised when the obligation specified in the contract is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in the net result.

(c) Offsetting financial instruments

Financial assets and financial liabilities are offset and the net amount is reported in the Statement of Financial Position if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, or to realise the assets and settle the liabilities simultaneously.

(d) Financial risks

i. Credit risk

Credit risk arises when there is the possibility of the Commission's debtors defaulting on their contractual obligations, resulting in a financial loss to the Commission. The maximum exposure to credit risk is generally represented by the carrying amount of the financial assets (net of any allowance for impairment).

Credit risk arises from the financial assets of the Commission, including cash and receivables. No collateral is held by the Commission. The Commission has not granted any financial guarantees.

Credit risk associated with the Commission's financial assets, other than receivables, is managed through the selection of counterparties and establishment of minimum credit rating standards.

a) Cash and cash equivalents

Cash comprises of cash on hand and bank balances.

b) Receivables – Trade Debtors

Collectability of trade debtors is reviewed on an ongoing basis. Procedures as established in the Treasurer's Directions are followed to recover outstanding amounts, including letters of demand.

The Commission applies the AASB 9 Financial Instruments simplified approach to measure expected credit losses which uses a lifetime expected loss allowance for all trade debtors.

To measure the expected credit losses, trade receivables are grouped based on shared credit risk characteristics and the days past due. There are no expected credit losses for receivables as they mainly relate to other NSW Government entities and have subsequently been received. As a result, the Commission is not exposed to credit risk as at 30 June 2021.

ii. Liquidity risk

Liquidity risk is the risk the Commission will be unable to meet its payment obligations when they fall due. The Commission continuously manages risk through monitoring future cash flows from contributions receivable from NSW Treasury via the principal Department.

During the current year, there were no defaults of payments to suppliers. No assets have been pledged as collateral. The Commission's exposure to liquidity risk is deemed insignificant based on prior periods' data and current assessment of risk.

The liabilities are recognised for amounts due to be paid in the future for goods and services received, whether or not invoiced. Amounts owing to suppliers (which are unsecured) are settled in accordance with the policy set out in NSW TC 11–12. For small business suppliers, where terms are not

Greater Sydney Commission Notes to and forming part of the financial statements

for the year ended 30 June 2021

specified, payment is made no later than 30 days from the receipt of a correctly rendered invoice.

For other suppliers, if trade terms are not specified, payment is made no later than the end of the month following the month in which an invoice or a statement is received. For small business suppliers, where payment is not made within the specified time period, simple interest must be paid automatically unless an existing contract

specifies otherwise. For payments to other suppliers, the Chief Executive Officer of the Commission (or a person appointed by the Chief Executive Officer of the Commission) may automatically pay the supplier simple interest. The rate of interest applied during the year was nil (2020: nil).

The table below summarises the maturity profile of the Commission's financial liabilities, together with the interest rate exposure.

Financial Liabilities	Interest Rate Exposure \$'000			Maturity dates \$'000		
	Weighted average effective interest rate %	Nominal Amount	Non-interest bearing	< 1year	1-5 years	>5 years
2021 Payables						
Accrued salaries, wages and on costs		106	106	106	–	–
Creditors		3,653	3,653	3,653	–	–
Borrowings						
Lease liabilities	1.42%	595	595	595	–	–
		4,354	4,354	4,354	–	–
2020 Payables						
Accrued salaries, wages and on costs		59	59	59	–	–
Creditors		2,669	2,669	2,669	–	–
Borrowings						
Lease liabilities	1.42%	1,154	1,154	563	591	–
		3,882	3,882	3,291	591	–

Notes:

- The amounts disclosed are the contractual undiscounted cash flows of each class of financial liabilities based on the earliest date on which the Commission can be required to pay.

Greater Sydney Commission Notes to and forming part of the financial statements

for the year ended 30 June 2021

iii. Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. The Commission has no exposure to market risk as it does not have borrowings or investments. The Commission has no exposure to foreign currency risk and does not enter into commodity contracts.

iv. Interest rate risk

Exposure to interest rate risk arises primarily through the Commission's interest-bearing liabilities. The Commission does not have any interest-bearing liabilities. The Commission's exposure to interest rate risk is set out below.

	GSC				
	Carrying Amount	Impact of 1% Increase		Impact of 1% Decrease	
		Profit \$'000	Equity \$'000	Profit \$'000	Equity \$'000
2021 Financial assets					
Cash and cash equivalents	1,582	16	16	(16)	(16)
Total	1,582	16	16	(16)	(16)
2020 Financial assets					
Cash and cash equivalents	1,214	12	12	(12)	(12)
Total	1,214	12	12	(12)	(12)

(e) Fair value measurement

With regards to the Commission, the carrying amount of the financial assets and liabilities in the statement of financial position approximates the fair value, because of the short-term nature of many of the financial instruments.

Greater Sydney Commission Notes to and forming part of the financial statements

for the year ended 30 June 2021

19. Related party disclosures

The Commission's key management personnel (KMP) consist of the Chief Executive Officer, Commissioners and Ex-Officio members. KMP compensation is paid by the Greater Sydney Commission Staff Agency and details are as follows:

Short term employee benefits	2021 \$'000	2020 \$'000
Salaries (Commissioners and Chief Executive)	1,942	1,741
Total remuneration	1,942	1,741

During the year, the Greater Sydney Commission did not enter into any other transactions with key management personnel, their close family members and controlled or jointly controlled entities thereof.

In addition, the Commission entered into transactions on arm's length terms and conditions with other entities controlled by NSW Government. These transactions include:

- Payments into the icare TMF Scheme
- Long Service Leave and Defined Benefit Superannuation assumed by the Crown
- Payment for Payroll Tax
- Allocations from Department of Premier and Cabinet
- Payment for the audit of our financial statements
- Grants and contributions related to funding specific programs and projects
- Government Property NSW lease payments

20. Events after the reporting period

The Commission has signed a new lease on 7 October 2021, for its premises at Level 11, 6 Parramatta Square effective from 1 November 2021. Going forward this will be recognised as a right of use asset and lease liability.

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

End of audited financial statements.

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Index

City-shaping icons of Greater Sydney	6, 8, 24, 54
Committees	29–30, 71–75, 81–83
COVID-19	6, 8, 21, 22, 24, 35, 36, 37, 38, 46, 54, 55, 57, 60, 79
District Plans	7, 8, 21, 24, 28, 33, 34, 35, 40, 41, 42, 55, 59, 60, 87
Engagement	8, 9, 21, 24, 31, 34, 53–57, 60, 66, 91, 96
Environmental Planning & Assessment Act 1979	15, 27, 28, 35
Governance	10, 29–31, 66, 70–75, 81, 82, 84, 91
GSC Act	27–28, 30, 71, 72
Greater Sydney Planning Awards	22, 55
Greater Sydney Region Plan	7, 8, 21, 28, 33, 34, 35, 40, 41, 55, 56, 59, 60, 61, 87
Industrial Lands Policy Review	21, 24, 46, 50, 56, 61
Organisational structure	31
Precincts and Collaboration Areas	9, 31, 41, 46, 62–66
Pulse of Greater Sydney	8, 24, 35, 55, 56
Thought Leadership	6, 8, 21, 24, 31, 53–57, 99
Western Sydney City Deal	7, 10, 41, 42, 60
Place-based Infrastructure Compact (PIC)	7, 23, 41, 44, 56, 60
Women's Safety Charter	22, 57
Youth Panel	23, 56, 95

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