

# **UrbanGrowth NSW Development Corporation**

**2014-15 Annual Report**

## To the Minister



The Hon. Rob Stokes, MP  
Minister for Planning,  
Level 15  
52 Martin Place  
SYDNEY NSW 2000

Dear Minister Stokes,

I am pleased to submit to you, for presentation to the Parliament of New South Wales, the Annual Report for the UrbanGrowth NSW Development Corporation for the year ended 30 June 2015.

This report has been prepared in accordance with the NSW Annual Report (Statutory Bodies) Act 1984, the Annual Report (Statutory Bodies) Regulation 2000 and the Growth Centres (Development Corporation) Act 1974.

Yours sincerely

**David Pitchford CBE LVO**  
Chief Executive  
UrbanGrowth NSW Development Corporation

## Statement from the Chief Executive

I am pleased to present the UrbanGrowth NSW Development Corporation (Development Corporation) Annual Report for 2014/2015.

Throughout 2014/2015 the Development Corporation worked with UrbanGrowth NSW in a collaborative model to deliver future urban transformation primarily in the Redfern Waterloo growth centre, including new housing and jobs, on behalf of Government.

Significant progress has been made on key projects, including North Eveleigh urban renewal works to support affordable housing development in the area, with infrastructure and remediation works completed in the second half of 2014.

The Platform Apartments, designed for people on low incomes working in the City of Sydney local government area, were built by City West Housing with assistance from the UrbanGrowth NSW Development Corporation. The affordable housing development provides 88 units, open space and communal facilities for the tenants. Tenants moved into the new apartments in March 2015.

The Central to Eveleigh project (led by UrbanGrowth NSW and partnered with Transport for NSW, Land and Housing Corporation and City of Sydney Council) has also provided an opportunity for the Development Corporation to work in collaboration with the team preparing plans for this area's transformation in the coming years.

Benefits include emerging strategies to deliver affordable inner city housing and improved community infrastructure, which in turn will boost jobs growth and encourage private sector investment in economic activity.

The Development Corporation has facilitated the Expression of Interest and tender period for the sale of Australian Technology Park (ATP) with select tenders opening in June 2015. The tender assessment period will determine if there is a suitable purchaser for ATP.

Working collaboratively with UrbanGrowth NSW, urban renewal projects such as these unlock underutilised government land to create enormous opportunities – once in a lifetime opportunities – for our city and its residents.

This collaborative model has the potential to deliver outstanding results for the state and I will be pursuing this working arrangement vigorously in the future.

**David Pitchford**  
Chief Executive

## Aim and Objectives

The purpose of the UrbanGrowth NSW Development Corporation is to drive housing and employment opportunities in specific areas serviced by public transport and infrastructure. As a priority, the Development Corporation's focus has been on the Redfern-Waterloo and Cooks Cove growth centres.

## Role of the Development Corporation

The role of the Development Corporation includes:

- Working with transport and planning departments to identify precincts for renewal;
- Undertaking land use planning investigations and feasibility analyses;
- Delivering an overarching precinct plan;
- Coordinating transport and infrastructure planning;
- Planning for open space in identified precincts;
- Levying infrastructure contributions and entering into planning agreements;
- Dealing with land where appropriate;
- Borrowing and managing funds; and
- Partnering with public agencies and private entities when necessary.

## Corporate Governance

The Minister for Planning is the responsible Minister for both UrbanGrowth NSW and the UrbanGrowth NSW Development Corporation.

Under the *Growth Centres (Development Corporations) Act 1974* the Development Corporation is a Chief Executive controlled agency and the position of Chief Executive is held by the Chief Executive Officer of UrbanGrowth NSW to ensure the direction of the two organisations remains aligned.

## Audit and Risk Management Committee

The Development Corporation Audit and Risk Management Committee (ARMC) is a focal point of communication between UrbanGrowth NSW and the Development Corporation management, external and internal auditors for matters relating to financial accounting, reporting and compliance.

The Committee assists the Chief Executive in fulfilling his responsibilities as to accounting policies and reporting practices of the Development Corporation. It is the principal agent in assuring the independence of Development Corporation auditors, the integrity of management and the adequacy of disclosures to the public.

## Committee Members

- Bonnie Boezeman AO (Chair)
- Victoria Weekes (Independent Member)
- Megan Sloane (Non-independent Member)

During 2014-15 four meetings of the Audit Committee were held, with all three members in attendance.

## Major Achievements

The following sections outline the work and achievements by the Development Corporation in 2014/2015.

### Redfern-Waterloo Growth Centre

Under the provisions of the *State Environmental Planning Policy (Urban Renewal) 2010*, the Redfern Waterloo area is identified as a Potential Urban Renewal Precinct (the Precinct). The Precinct occupies around 13 percent (350 hectares) of the City of Sydney Local Government Area.

The Precinct is a unique inner city area that is strategically located on the southern edge of the globally important Sydney Central Business District (CBD) – Airport corridor. It is characterised by a high level of accessibility, strong transport links, proximity to major employment, education, open space and health institutions and continues to emerge as a major technology, cultural and creative hub. As a result, over the past 5-10 years, the Precinct has experienced growth in property values associated with urban renewal.

Within the Precinct, there are substantial areas of social housing on land owned by the Land and Housing Corporation in a prime location near the CBD with excellent links to current and potential public transport. This provides current and future opportunities to align urban renewal with positive social outcomes associated with renewal and replacement of existing social housing stock and the provision of new Affordable Housing and private housing.

The boundaries of the Redfern Waterloo Growth Centre overlap with the Central to Eveleigh Urban Renewal and Transport Corridor (80ha) and Study Area (500ha), which extends for approximately 3km from the Goulburn Street car park in the Sydney CBD to Macdonaldtown rail station. The

Corridor includes Central and Redfern stations, Australian Technology Park, Eveleigh Rail Yards and airspace above railway lines. The urban renewal of the corridor will involve developing land and airspace in the corridor, to provide additional homes and jobs, new open space and associated services. The Central to Eveleigh corridor was identified in the Metropolitan Strategy as a key driver to keep Sydney as Australia's number one city, and global gateway. The City of Sydney has also identified the potential for significant redevelopment over the railway line in its sustainable Sydney 2030 plan.

UrbanGrowth NSW is preparing an Urban Transformation Strategy and has undertaken extensive community consultation in 2014/2015. It is expected that the Urban Transformation Strategy will be on exhibition in early 2016 and will be supported by extensive technical analysis including urban design, sustainability, transport, economic, environmental, social and community needs. There is a strong synergy between the UrbanGrowth NSW team and the Development Corporation via a Service Level Agreement.

The Development Corporation has been planning for appropriate renewal of the Precinct through detailed analysis of opportunities to create a sustainable mix of social, affordable and private housing in both Redfern and Waterloo, with a focus on renewing areas of concentrated social housing.

The planning analysis builds upon the outcomes of the former Sydney Metropolitan Development Authority's (SMDA) previously exhibited draft *Built Environment Plan 2* (BEP 2). Draft planning controls based on the outcomes of previous consultation processes, and updated transport, traffic, infrastructure, economic and social impact analyses are being considered by Government as part of wider deliberations seeking to optimise

transport options and planning outcomes within and in proximity to the Central to Eveleigh corridor.

### ***Redfern Waterloo Contribution Plan and Affordable Housing Contributions Plans***

The two Redfern Waterloo Contributions Plans continue to apply to development on State Significant Sites in the Precinct.

#### ***North Eveleigh***

Infrastructure and remediation works were completed in July 2014 and include:

- Construction of a two way vehicle site entry in the location of the existing entry;
- Construction of a two way road parallel to Wilson Street, between site entry and Carriage Workshop;
- Car parking, footpaths and landscaping;
- Telecommunications, electricity distribution, sewage works, stormwater management, gas and water reticulation works;
- Demolition of the Timber Shed extension to allow construction; and
- Remediation of land (as required) in the path of infrastructure works and development land for affordable housing.

The development of the City West affordable housing units were completed and occupied in March 2015.

This development is funded mostly by City West, with the Development Corporation contributing the cost of the land and part of the construction cost (approx. \$8.5 million, from the Affordable Housing Contribution Fund, including contributions from the Frasers Broadway Planning Agreement) and City West Housing contributing the remainder, being around \$20 million.

Additional planning and infrastructure works are being planned as part of the Central to Eveleigh project. North Eveleigh will be the first precinct that will undergo significant community consultation, with detailed planning controls and future of the precinct the focus of upcoming consultation events.

#### ***Australian Technology Park***

The Development Corporation, as landowner of the Australian Technology Park, issued an Expression of Interest for the sale of the Park in December 2014. Submissions were received in January 2015 and a shortlist of potential purchasers was identified.

Five shortlisted parties were invited to tender in June 2014 to purchase the Park. The tender assessment period will determine if there is a suitable purchaser for ATP. If the Park is to be sold to a successful tenderer, the transaction would occur in the next financial year (2015/2016).

#### ***The Avenue of Hope***

During 2014/2015, the Development Corporation continued to work with the South Sydney Business Chamber and the City of Sydney to finalise a scope of works for the establishment of the 'Avenue of Hope'. The Avenue of Hope aims to:

- Celebrate and acknowledge the role that Redfern has played as the birthplace of Indigenous civil and human rights movements in Australia;
- Recognise Aboriginal organisations such as the Aboriginal Medical Service and Aboriginal Legal Service, which originated in Redfern;
- Recognise that important Aboriginal events such as the Koori Knockout originated out of community meetings held in Redfern;
- Recognise Aboriginal heroes like Chicka Dixon;

- Acknowledge contributions made by non-indigenous Australians, (Fred Hollows, Jim Spiegelman and others) working alongside indigenous Australians; and
- Recognise the significant place that Redfern plays in contemporary Australian history.

In 2014 the Development Corporation paid half of a grant of \$100,000 to the City of Sydney to oversee, develop and implement the Avenue of Hope as a pilot project integrated with the wider Eora Journey Economic Development program. The remainder of the grant will be paid when an EOI is issued by the City of Sydney for interested organisations to participate in implementation of Avenue of Hope.

## Cooks Cove Growth Centre

In October 2013, Kogarah Golf Club submitted an unsolicited proposal within the Cooks Cove Growth Centre. Following the unsuccessful determination of the proposal in October 2014, the Department of Premier and Cabinet requested that the Development Corporation to facilitate discussions with various stakeholders to determine an appropriate planning pathway for the Cooks Cove Growth Centre.

The Development Corporation has undertaken a number of tasks in fulfilment of this directive, including:

- Convening a working group of Government authorities to examine infrastructure issues associated with development at Cooks Cove, particularly with the WestConnex Delivery Authority.
- Maintaining regular contact with the Kogarah Golf Club and its representatives.
- Attending Rockdale Council briefings with representatives of WestConnex, to explain the interaction between WestConnex and the Cooks Cove investigations.
- Attending Rockdale Council meetings and Council-initiated working groups, which

have been established to examine possible development scenarios for Cooks Cove.

- Funding, commissioning and project managing an Open Space and Recreation Needs Analysis for the Rockdale Local Government Area (including Cooks Cove). This study is a major input to the Department of Planning and Environment's (DP&E) priority precinct planning at Arncliffe and Banksia and within the Rockdale LGA. It also provides important information to guide future precinct planning for the Cooks Cove area. The Council will become the ultimate beneficiary and 'owner' of the study in the longer term, given its whole of local government area focus.
- Initiating discussions with Rockdale Council and Crown Lands regarding the possible transfer of Barton Park and other Crown Land assets in the Cooks Cove area to the Council, recognising Council exercises care, control and management of these lands at present. These discussions are continuing.

The Development Corporation has also supported actions by the Council and DP&E to seek declaration of a further Priority Precinct in Rockdale Local Government Area, coincident with the boundaries of the Cooks Cove Growth Centre.

If a priority precinct is declared for Cooks Cove, the Development Corporation will review its ongoing role, considering the continuing need for a growth centre at Cooks Cove.

## **Granville Growth Centre**

The Granville Growth Centre occupies a strategic location in western Sydney, is well serviced by public transport and is identified as having a high potential for social and economic growth within the Parramatta and Holroyd Local Government Areas.

The Granville precinct has three distinct and unique geographical communities comprising:

- Granville Town Centre;
- Church St, 'Auto Alley' Precinct; and
- Harris Park Precinct.

The draft Parramatta Road Urban Transformation Strategy was launched by the Minister for Planning on 17 September 2015 and is now on public consultation until 18 December 2105. The draft Strategy identifies Granville as one of eight growth Precincts. Part of the Auto Alley site is captured within the Precinct, as is Granville Town Centre north of the Granville Train Station.

Public and stakeholder engagement is planned for later in the year.





## **Financial Statements as at 30 June 2015**

## **Statement by Chief Executive Officer**

Statement by Chief Executive Officer on the adoption of the financial statements for the year ending 30 June 2015.

Pursuant to Section 41C (1B) of the *Public Finance and Audit Act 1983*, I declare that in my opinion:

1. The accompanying financial statements and notes thereto exhibit a true and fair view of the financial position and financial performance of UrbanGrowth NSW Development Corporation as at 30 June 2015.
2. The financial statements have been prepared in accordance with the Australian Accounting Standards and Interpretations and the provisions of the *Public Finance and Audit Act 1983*, the *Public Finance and Audit Regulation 2010* and the Treasurer's Directions; and
3. I am not aware of any circumstances that would render any particulars included in the financial statements to be misleading or inaccurate.

**David Pitchford**

Chief Executive

UrbanGrowth NSW Development Corporation

**Date: 23 October 2015**



**UrbanGrowth NSW Development Corporation Staff Agency**  
**Financial Statements as at 30 June 2015**

## **Statement by Chief Executive Officer**

Statement by Chief Executive Officer on the adoption of the financial statements for the year ending 30 June 2015.

Pursuant to Section 41C (1B) of the *Public Finance and Audit Act 1983*, I declare that in my opinion:

1. The accompanying financial statements and notes thereto exhibit a true and fair view of the financial position and financial performance of UrbanGrowth NSW Development Corporation Staff Agency as at 30 June 2015.
2. The financial statements have been prepared in accordance with the Australian Accounting Standards and Interpretations and the provisions of the *Public Finance and Audit Act 1983*, the *Public Finance and Audit Regulation 2010* and the Treasurer's Directions; and
3. I am not aware of any circumstances that would render any particulars included in the financial statements to be misleading or inaccurate.

**David Pitchford**

Chief Executive

UrbanGrowth NSW Development Corporation

**Date: 23 October 2015**

# Appendices

## Charter

The Development Corporation is constituted under the *Growth Centres (Development Corporations) Act 1974* and reports to the Minister for Planning as the responsible Minister through the Chief Executive Officer.

## Chief and Senior Executive Officer

Mr David Pitchford is the Chief Executive Officer of both the UrbanGrowth NSW Development Corporation and UrbanGrowth NSW (State Owned Corporation).

## Consultants over \$50,000

The following consultants have provided services to the Development Corporation in the 2014/2015 Financial Year.

Organisation	Contract Value (\$ ex GST)	Description
UrbanGrowth NSW	\$1,605,056	Project management services for Central to Eveleigh project
Endeavour Holdings Australia Pty Ltd	\$221,453	Advice on the sale of the Australian Technology Park
AECOM Australia Pty Ltd	\$131,125	Design and planning for affordable housing project
Cadence Australia	\$97,678	Project management re sale of Australian Technology Park
Rygate & Company	\$94,091	Site surveys at the Australian Technology Park
APP Corporation Pty Ltd	\$81,114	Project management affordable housing project
Young & Rubicam Brands Pty Ltd	\$65,803	Materials related to sale of Australian Technology Park
Environmental Strategies	\$52,995	Environmental auditing Australian Technology Park

## Access

The Development Corporation Offices are located at:

Suite 3220 Locomotive Workshop  
2 Locomotive Street  
EVELEIGH NSW 2015

**Telephone:** (02) 9209-9100

**Website:** [www.ugdc.nsw.gov.au](http://www.ugdc.nsw.gov.au)

**Hours of operation:**

9am – 5pm, Monday to Friday

## Legislative Changes

Nil to report

## Payment of Accounts

All agreed accounts were settled in a timely manner.

## Human Resources

There is one employee of the Development Corporation, being the Chief Executive. All other staff providing services to the Development Corporation are seconded from UrbanGrowth NSW under a Service Level Agreement.

All Human Resource policies and support are provided by UrbanGrowth NSW.

## Risk Management

The Development Corporation has a business risk map of its operations. The primary objective of the business risk map is to coordinate risk management activities within the Development Corporation to ensure the activity is focused on areas of greatest risk and is also used by audit to derive its strategic audit plan. The Development Corporation is a member of the Treasury Managed Fund (TMF) which provides insurable risk protection. The Development Corporation employees are covered for their legal liability, workers compensation, motor vehicles, public

liability, property loss/damage and other insurances in accordance with the TMF Contract of Coverage. No work health and safety incidents have arisen.

## Overseas Travel

Nil to report

## Corporate Credit Cards

Nil to report

## Consumer Response

Nil complaints to report

## Funds granted to non-government community organisations

Nil to report

## Detailed Statement for Each Controlled Entity

### 1) Australian Technology Park Sydney Limited (ATPSL)

#### Objectives

- a) establish, maintain and operate a facility of an international standard for the promotion, development and application of sciences and technologies;
- b) link the resources and skills of institutions of advanced learning with the industrial objectives of private companies and government instrumentalities;
- c) increase and disseminate knowledge as to sciences and technologies and the importance of them to the socioeconomic development of Australia;
- d) encourage innovative technologies to assist the development of novel high-value-added products and new industries;
- e) encourage innovative technologies to assist in the development of
- f) environmentally sustainable solutions;
- g) promote the responsible development and use of sciences and technologies;

- h) provide consultancy services to industry and government as to the application of sciences and technologies;
- i) arrange for training and education in matters related to the Objects;
- j) promote and provide exhibitions, lectures, films, publications and other educational instruction or materials relating to sciences and technologies;
- k) conduct activities of an educational nature in accordance with the Objects;
- l) manage any facility established and trading and income generating activities carried on with the facility;
- m) raise funds for the purposes of the Company and conduct business on its own account;
- n) co-operate with individuals, associations or organisations whether governmental (Commonwealth, State and Local), institutional, corporate or professional in relation to the commercial development of sciences and technologies;
- o) broaden access to research findings and technological opportunities;
- p) facilitate technology transfer between research institutions and industry;
- q) provide incubator facilities for the early stages of commercialisation of new technologies;
- r) encourage synergy among researchers, designers, entrepreneurs and manufacturers; and
- s) contribute to the long term economic and social sustainability interests of the Redfern-Waterloo and wider community in accord with the strategic priorities of Sydney, New South Wales and Australia

#### Operating Activities

Manage the operations of ATPSL in accordance with its constitution by:

- Promoting technology and science through the management of leases; and
- Manage a conference and events business and facilities.

## Performance Targets and Measures

FY 2014/15	Target	Result
Net Result*	\$6.2m	\$8.4m
Return on Net Revenue	27.8%	32.3%
Return on Opening Equity	6.7%	9.1%
Debt Repayment	\$5m	\$29.1m*
Capital Investment	\$4.4m	\$3.2m
Vacancy	3%	2%

\*Net result excludes a loss on disposal of assets of \$109.6m and other gains of \$23.7m.

## 2) UrbanGrowth NSW Development Corporation Staff Agency

### Objectives

To provide and pay staff for the UrbanGrowth NSW Development Corporation

### Operating Activities

Staff management and payment.

### Performance Targets

The Staff Agency has remained dormant since 1 July 2013 so no performance targets were set or achieved for 2014/2015.

## Land Disposal

No disposal of land occurred during 2014/2015.

## Plans, Policies and Procedures

### Code of Conduct

The Development Corporation has its own Code of Conduct which was developed in accordance with the principles of ethical and responsible decision making and embodies the public sector values of respect for the law, the system of government, the community and its persons, integrity, diligence, economy and efficiency, and accountability.

The Code applies to employees and other persons engaged to do the work of the Corporation.

### Equal Employment Opportunity Policy (EEO)

The Development Corporation supports and is dedicated to the principles of EEO including:

- Fair practices in the workplace;
- Management decisions made without bias;
- Recognition of and respect for the cultural backgrounds of all staff and clients;
- Employment practices which produce staff satisfaction, job commitment and quality client service; and
- Improved productivity.

### Disability Access Policy

The Development Corporation complies with the NSW Government Disability Framework through its Disability Access Policy. This provides a process for the Development Corporation to better meet the needs of staff and the community in relation to persons with a disability. The Development Corporation is committed to ensuring all people have reasonable access to the resources and spaces governed by the Corporation.

### Multicultural Policies and Services Program

The Development Corporation recognises and values the different linguistic, religious, racial and ethnic backgrounds of all the people of NSW and endorses the four principles of multiculturalism as set out in the Community Relations Commission and principles of the *Multicultural NSW Act 2000*.

### NSW Government Action Plan for Women

The Development Corporation supports the NSW Government Action Plan for Women and promotes workplaces that are equitable, safe and responsive to all aspects of women's lives. It also promotes the position of all women in all areas of society as well as access to and successful outcomes for women in all parts of the education and training system.

## **Work, Health and Safety Policy**

The Development Corporation is committed to the work health and safety of its employees, contractors and visitors to the workplace. It is committed to regular consultation with its employees and their representatives and where necessary, with contractors and suppliers of equipment and services to ensure that WHS management is of the highest standard.

The Development Corporation had zero injuries or claims under the *WHS Act 2011* in 2014/2015.

## **Fraud and Corruption Prevention Strategy**

The Development Corporation has an obligation to the community to ensure its operations are efficient, effective and free from corruption. The responsibility for corruption prevention rests with all the Development Corporation staff and the Fraud and Corruption Prevention Strategy provides a guide for staff to identify report, assess and deal with conduct that could constitute corruption.

## **Privacy and Personal Information**

The Development Corporation is committed to complying with the requirements of the *Privacy and Personal Information Act 1998* in its operations.

## **Waste Reduction and Purchasing Policy**

The Development Corporation is committed to implementing the Government's Waste Reduction and Purchasing Policy (WRAPP).

The Development Corporation engage the services of an environmental management company through the NSW Government contract to manage the recycling of paper and cardboard. The Development Corporation also recycles toner and ink cartridges, and purchases recycled paper for printing purposes.

## **Government Information Public Access (GIPA) Act 2009**

During 2014-15 no requests were made to The Development Corporation under the *GIPA Act*, nor were any investigations or applications for review submitted.

Members of the public may contact the Development Corporation and ask for information, known as an informal request and which The Development Corporation may respond to by releasing information, subject to any reasonable conditions. Copy charges apply of \$1.10 per A4 sheet.

Application for formal access to The Development Corporation information under the GIPA Act can be made by lodging a formal Access Application Form, along with a \$30 application fee. Processing charges cost \$30 per hour after the first hour. An internal review of a reviewable decision costs \$40. Applicants should be precise about the information they want to access so as to enable the correct information to be identified.

Applications should be directed to:

*Right for Information Officer*

*UrbanGrowth NSW Development Corporation*

*Suite 3220 Locomotive Workshop*

*2 Locomotive Street*

*EVELEIGH NSW 2015*