

Attachment C

**Information on Recommended Local
Planning Panel Members**

Dr The Hon Rob Stokes

PROFILE

An experienced and highly regarded thought leader with extensive experience in education, law, human geography, and governance. I am passionate about people and fascinated by places, and am driven to build community by enabling people to serve.

I am a lifelong learner with a learner's capability to listen humbly and effectively, and to translate data and evidence into outcomes. My experiences have enabled me to develop skills in transformative leadership – that is, not merely to manage people and resources, but to marshal resources and inspire people to create positive change.

My career spans work as a lawyer, academic and public administrator across property, education, planning, and infrastructure, with a particular focus on the delivery of new governance arrangements and managing complex change. I have deep understanding of government administration and process across multiple jurisdictions, I am relational and strategic, and have strong communication skills.

STRENGTHS

Creative problem solver	Innovative and strategic thinker	Authentic relationship builder
Governance and risk	Diplomatic and compassionate	Adaptable and resilient leader

CURRENT ROLES

Member, External Advisory Committee, UNSW Cities Institute	Dec 2023 –
Interim Chair, Net Zero Cities Co-operative Research Centre	Sept 2023 -
Chair, Faith Housing Australia	July 2023 –
Expert Member, Commonwealth Government Urban Policy Forum	May 2023 –

CAREER SUMMARY

Minister for Transport and Roads, then Infrastructure, Cities and Active Transport	Oct 2021–Mar 2023
Minister for Planning and Public Spaces	Apr 2019-Dec 2021
Minister for Education	Jan 2017-Apr 2019
Minister for Planning	Apr 2015-Jan 2019
Minister for the Central Coast, Environment, Heritage, Assistant Minister for Planning	Apr 2014-Mar 2015
Parliamentary Secretary for Energy	Apr 2011-Mar 2014
Member for Pittwater	Mar 2007-Mar 2023
Senior Lecturer in Law, Macquarie University	Jan 2003 – Mar 2007
Solicitor, CBD and Sydney suburban firms	Mar 1998 – Mar 2007
Head of General Studies, The King's School (Contract)	Feb 1999 – Dec 1999

NON-EXECUTIVE EXPERIENCE

Chair, Cabinet Infrastructure Committee	2021 - 2023
Cabinet Strategy Committee	2022 - 2023
International Advisory Committee, UK Commission on Creating Healthy Cities	2021 - 2022
Cabinet Expenditure Committee	2020 - 2021
Chair, School Education Advisory Board	2017 - 2019
Northern Beaches Christian School Board	2006 - 2014
Deputy Chair, President-elect, NSW Young Lawyers	2003 - 2007

EDUCATION

Doctor of Philosophy in Law, Macquarie University
Master of Science in Human Geography, University of Oxford
Master of Laws in Environmental Law, Macquarie University
Bachelor of Arts/Bachelor of Laws, Macquarie University
Diploma of Biblical Studies, Moore Theological College

PROFESSIONAL QUALIFICATIONS

Honorary Doctor of Design, University of Technology Sydney (to be awarded May 2024)
Graduate of the Australian Institute of Company Directors
Graduate Diploma in Legal Practice, qualified solicitor
Honorary Life Fellow, Royal Australian Planning Institute

AWARDS

National Medal, Commonwealth of Australia
Cycling Luminaries Leadership Award
Western Sydney Leadership Dialogue, Patron's Prize
Distinguished Service Member, Mona Vale SLSC
Paul Harris Fellow, Rotary International
Alumni Award, Environment, Macquarie University
Postgraduate Research Award, Macquarie University
International Bar Association Scholarship
Australian Postgraduate Award, Commonwealth Government
Henderson Prize for Modern History, Macquarie University
Australian Defence Force Academy Scholarship
2nd in General Studies, NSW HSC

PUBLICATIONS

21 publications in refereed Australian and International books and journals
Regular columnist, *New Planner*, Australian Planning Institute
Guest columnist, *Town and Country Planning Journal* (UK)
Guest columnist, *Sydney Morning Herald*, and *Daily Telegraph*
Numerous published speeches (eg, *Sydney Institute*, *Balmoral Lecture*, *Utzon Lecture*, *Denis Winston Lecture*)

ACCOMPLISHMENTS

As Faith Housing Australia Chair:

- Overseen a 26% increase in membership; 10% revenue growth and significant Board renewal

As Minister for Infrastructure, Cities and Active Transport

- Established a new Infrastructure Committee of Cabinet to oversee the effective delivery of the NSW Government's nationally leading infrastructure pipeline
- Transformed metropolitan governance to create the Greater Cities Commission of NSW
- Negotiated a \$1bn investment to commence fast rail link between Newcastle and Sydney.
- Conceived of the NSW Active Transport Strategy, Principal Bike Network and Get Active Grants program to promote walking and cycling across the state.
- Legislated the creation of Rail Trails across NSW.

As Minister for Planning and Public Spaces

- Oversaw the highest ever annual dwelling completions in NSW history
- Achieved 50% reduction in time taken to determine major development proposals
- Created the Greater Sydney Parklands Trust as Australia's first integrated urban parks agency
- Created the Independent Planning Commission as an arms-length, expert determination authority for contentious development proposals, replacing a system criticised for corruption risk.
- Created a new agency, Placemaking NSW, rationalising five former agencies to guide the creation and management of great places in key metropolitan precincts.

As Minister for Education

- Created School Infrastructure NSW, a new specialist agency to deliver the largest school building program in Australian history, and securing \$6bn funding for 190 major projects.
- Led successful negotiations with the Commonwealth Government on the 'Gonski 2' education reforms, securing an additional \$6.4b in funding for NSW public schools (to a total of \$226b to 2027).
- Established the Waratah Research Network to coordinate research collaboration between the NSW Government and Universities, leading to all NSW universities improving their international rankings.
- Negotiated agreements for creation of three university campuses as centrepiece innovation precincts on underutilised government land at Newcastle, Gosford, and Sydney Olympic Park.
- Reformed private acts of parliament to improve governance of university colleges, successfully overcoming ingrained cultural problems.
- Created the Sir James Martin Institute to fill a need for an independent public policy think tank in NSW.

As Minister for Environment

- Convinced Cabinet to implement a container deposit scheme in NSW, which has inspired similar schemes across the whole Eastern Seaboard, and led to dramatic reductions in litter volumes in public spaces.
- Introduced integrated coastal zone management with the renewal and consolidation of all coastal planning laws; and creation of a dedicated funding program for coastal resilience works, leading to improved coastal defences.
- Protected a range of marine, coastal and wetland ecosystems, including protection of "the Drip" near Mudgee, and creation of "Everlasting Swamp" National Park; Narrabeen Lagoon State Park and Currawong State Park.

As Member for Pittwater

- Led a community campaign to establish B- Line bus route connecting Mona Vale with the CBD.
- Securing approvals and funding to upgrade safety and efficiency of Mona Vale Road Upgrade.
- Secured approvals and funding to reduce flood risk and improve safety on Wakehurst Parkway.
- Secured funding to transform Mona Vale Hospital on opening of Northern Beaches Hospital, including new Urgent Care Centre, Palliative Care building, Rehabilitation wing and Community Health building.
- Achieved funding to rebuild Mona Vale Public School, including a new shared community theatre.
- Secured funding for construction of Barrenjoey Performance Hall.
- Created new public walkways across Pittwater (including Palm Beach, Bayview and Church Point).
- Created "Soldier's Trail" in Ku-Ring-Gai National Park.
- Worked with RSL to develop plans for, and funding of, War Memorial on South Mona Vale headland.
- Negotiated access to achieve the Narrabeen Lagoon Trail, and subsequently secured funding to build it.
- Secured extensive funding to rebuild or restore several surf clubs (Mona Vale, Whale Beach, Bilgola, Warriewood and Newport).

REFEREES

The Hon Mike Baird AO
CEO, Hammondcare

Professor Mark Scott AO
Vice-Chancellor and President, University of Sydney

Dr Carolyn Butler-Bowden
State Librarian of NSW

Andrew McEncroe
Managing Partner
Derwent Search

**Expression of Interest
Local Planning Panels**

Jan Murrell



Dear Mr McEncroe,

I am writing in response to the call for expressions of interest as an expert member and chair for Local Planning Panels (LPP's). I have read the requirements of the 'code of conduct' and operational procedures and believe I possess the necessary personal attributes, experience, skills, qualifications and current knowledge to continue to make a valuable contribution to LPP's in the State.

By way of background I have over 35 years experience working as a town planner, in State and local government, and now in private practice.

I retired as a full-time Commissioner of the NSW Land and Environment Court in 2012, after serving 14 years. During this period the largest proportion of my case work was for appeals against the refusal of development applications. While I resolved a number of these through mediation/conciliation, I also presided over, and handed down well reasoned judgments, in more than a thousand cases.

I commenced my career in town planning in 1974 with the Department of Planning and gained wide experience working in numerous teams including: research; policy; legislation; strategic planning; development assessment; statutory planning; and natural resource management. Projects and responsibilities included: the assessment of major development applications in the Sydney Central Region; liaison officer with the Minister's office; implementation of the EP&A Act 1979; the Kurnell Regional Plan; and the draft 'Coastal Policy', as executive assistant to the Coastal Committee. My last position with the Department of Planning in 1995 was Deputy Regional Manager of the Botany Bay Regional Office.

My local government experience is as the Corporate Manager of Development and Environmental Planning at Liverpool City Council. In this role I had responsibility for the management of the business unit with overseeing some 70 staff in the areas of strategic planning, development assessment and building compliance. During these years over 1,500 building and development applications were processed each year and planning for some 3,000 lots annually. I also established with the Council the first '*Independent Hearing and Assessment Panel*' (IHAP) in NSW. This first IHAP soon became a model for many other panels in the State.

Since leaving the Court I have been appointed to a number of State and local government panels. In 2013 I became a full time member on what is now the State Independent Planning Commission (IPC) and this required determination of major development applications throughout the State and advice to the Minister on significant

re-zonings. For the period 2018 – 2022 I was appointed as a State member on the Sydney Eastern Planning Panel and often acted as chair, as well as being an alternate member on other State Regional Panels.

From 2013, prior to LPP's becoming mandatory, I was appointed by several councils to chair, or be an expert specialist on panels. This included: North Sydney; Waverley; Bayside; and Sutherland.

When LPP's became mandatory six years ago, I was then appointed by the Minister to chair the North Sydney and Bayside panels, and re-appointed to chair North Sydney in 2021. I was also approved by the Minister in 2018 and 2021 as an expert specialist member and I was selected by a number of councils to join panels.

Most recently, during this interim period for LPP's, I have been invited by the City of Sydney Council to be an alternate chair and Liverpool City Council to be an expert member. If I am re-appointed, I would like the opportunity to continue in these roles.

I have attached my curriculum vitae which details my career and formal qualifications to satisfy the requirements of the position. I was awarded a post graduate Masters in Town Planning and an undergraduate Arts Degree (economics, natural science, psychology, and political science), both from the University of Sydney.

Throughout my career I have continuously increased my expertise and knowledge in many areas including: the built and natural environments; economics; architecture; urban design; heritage; sustainability; natural resource management; and planning law. Also as part of my continuing education in 2010 I attended Harvard Law School for its internationally recognised course in mediation.

The major focus of my career has been in the assessment and determination of development applications. I have carried this out in a transparent solutions oriented manner. I have also demonstrated the ability and capacity to apply best practice in planning, and correctly interpret the relevant statutory planning framework, controls, guidelines, legislation, and current policies in making decisions.

As chair of various panels, and being solutions focused, I have demonstrated the necessary leadership skills required to successfully negotiate positive outcomes in a collegiate manner. Similarly, for an expert member my knowledge and experience makes me a valued team member.

I have always received positive feedback in my roles as chair and expert member on LPP's and I am seeking appointment for a further three years to continue to contribute to positive planning outcomes.

Yours faithfully

Jan Murrell

18th February 2024.

Jan Murrell

Curriculum Vitae

PERSONAL DETAILS

Surname: Murrell
Given Names: Janette Susan (Jan)

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

EDUCATION

Tertiary

2010: **Mediation**
Harvard Law School
Summer course on campus

1974-1977: **Masters Degree in Town & Country Planning**
University of Sydney

1971-1973: **Bachelor of Arts**
University of Sydney
Majors: Political Science and Geography
Minors: Economics and Psychology

Secondary

1969-1970: **Princeton High School, Princeton, Illinois, USA**
AFS Scholarship

1964-1969: **St George Girls High School, Sydney**

EMPLOYMENT HISTORY

Private Practice with ABN

Part-time appointments held since 2012 include:

Chair of North Sydney Local Planning Panel

Appointed as Chair when Panel established by Council - July 2013.

Appointed by the Minister as chair in February 2018 and re-appointed 2021.

Chair of Bayside Local Planning Panel

Appointed by Council as chair in December 2016 to 2021.

Appointed by Minister as chair 2018 -2021

Expert/ Specialist Member on following Local Planning Panels:

- **Bayside**

Approved by Minister as expert 2021

- **Waverley**

Appointed as expert member by Council June 2013

Approved by Minister as expert in 2018 and 2021

- **Sutherland**

Appointed as expert by Council in 2015

Approved by Minister as expert 2018

Sydney Eastern City Planning Panel

Appointed by Minister as State expert member in 2019 for 3 years and as alternate to other State panels

Planning Assessment Commission of NSW

Member - May 2012 to 2016

The Planning Assessment Commission (now IPC) was established as an independent expert body to determine major and significant development applications for the State. Other functions include providing independent advice to the Minister on rezoning and other planning matters of State significance.

Previous full-time employment

Land & Environment Court of New South Wales

Commissioner of the Court

Appointed as full time Commissioner in February 1998 and retired in 2012.

Responsibilities:

- Hear and determine appeals in classes 1, 2 & 3 of the Land & Environment Court Act, 1979.
- Deliver judgments in development application appeals, appeals against orders issued by councils, and valuation matters.
- Conduct mediations and conciliation conferences.
- Case management.

Liverpool City Council

1995 - 1998

Corporate Manager Planning and Development

Responsibilities:

- Establishment of first Independent Hearing & Assessment Panel in NSW
- Effective management of multi-disciplinary team of 70 officers
- Strategic planning for City
- Policy formulation and implementation to achieve desired outcomes
- Development and Building Application Assessment to ensure quality outcomes and efficient customer service
- Contributing to corporate direction and leadership of Council
- Effective communication and mediation with the development industry, environmental and community groups
- Promote principles of ESD, urban design and employment opportunities in managing urban growth
- Provide effective leadership to the Built Environment Team and other areas of Council to ensure a corporate approach to achieve desired outcomes

Department of Planning

Various positions as town planner held between 1974 – 1995 including:

Deputy Regional Manager and Acting Regional Manager

Sydney South/ Botany Bay Region

Responsibilities:

- Management of regional office
- Policy and strategic planning on State and Regional matters
- Advice to Minister and Executive on major developments
- Delegate of the Director of Planning to act as Mediator / Facilitator for developments proposed by the Crown
- Convene planning focus meetings for major development applications

Executive Officer to Coastal Committee of NSW

Natural Resources Branch, Department of Planning

1990-1994

Responsibilities:

- Responsible for the State Government's Draft Coastal Policy. This required a multi-disciplinary and cross portfolio strategic approach to coastal planning and management for the NSW coast.
- Representative for Department on State and Commonwealth Inquiries and forums including Resource Assessment Commission Coastal Zone Inquiry; Ecologically Sustainable Development National Coastal Strategy; and Senate Select Committee Inquiry on Tourism.

Extra-curricular:

- Former Chair of Annual Awards Committee, Planning Institute of Australia NSW Division.
- Guest lecturer to students in planning, law, project management and development (UTS, Macquarie and Sydney University).
- Mentor to new Commissioners appointed to Court.

Referees:

Carl Scully

Chair Sydney Eastern Planning Panel

[REDACTED]

Susan Dixon

Senior Commissioner

NSW Land & Environment Court

[REDACTED]

GRAHAM THOMAS BROWN

[REDACTED]

TERTIARY QUALIFICATIONS

- 1993 Master of Business (Local Government Management)
Charles Sturt University – Mitchell Campus
Thesis topic: *"Managing Change in Local Government."*
- 1988 Bachelor of Applied Science (Environmental Planning)
Charles Sturt University – Mitchell Campus
- 1983 Graduate Diploma Environmental Studies
Macquarie University
- 1982 Certificate of Qualification as Town and Country Planner
Ordinance 4 *Local Government Act 1919*
- 1980 Associate Diploma – Town and Country Planning
Mitchell College of Advanced Education
- 1972 Cartography Certificate
Sydney Technical College

PROFESSIONAL EXPERIENCE

January 2021 to present:
Chair, Acting Chair, Alternate Chair or Expert Member of Local and Regional Planning Panels and Council Delegate for Regional Planning Panels

LOCAL PLANNING PANELS

Chair
Burwood Council Local Planning Panel

Alternate Chair
Willoughby Council Local Planning Panel

Expert Member
Northern Beaches Council, Lane Cove Council, Waverley Council, Ryde Council, Cumberland Council, Randwick Council, Blue Mountains Council, Penrith City Council and Woollahra Municipal Council Local Planning Panels

REGIONAL PLANNING PANELS

Permanent State Member Regional Planning Panel

Western Region Planning Panel

Acting Chair, Member of other Regional Planning Panels

Sydney Eastern City Planning Panel

Sydney Central City Planning Panel

Sydney North City Planning Panel

Southern Region Planning Panel

Hunter and Central Coast Region Planning Panel

Strategic Planning Panel

Chair, Faster Regionally Significant Development Assessment Pilot Program

Hunter and Central Coast Regional Planning Panel

Sydney Central City Planning Panel

Council Delegate

Sydney North Regional Planning Panel as Delegate for Northern Beaches Council

Sydney East Regional Planning Panel as Delegate for Burwood Council

July 2018 to January 2021

Acting Chair, Alternate Chair or Expert Member of Local Planning Panels and Council Delegate for Regional Planning Panel

ACTING CHAIR

Burwood Council Local Planning Panel

ALTERNATE CHAIR

Blue Mountains Council Local Planning Panel

EXPERT MEMBER

Northern Beaches Council, Lane Cove Council, Waverley Council and Woollahra Municipal Council Local Planning Panels

COUNCIL DELEGATE

Sydney North Regional Planning Panel as Delegate for Northern Beaches Council

June 1997 to June 2018

Land and Environment Court of New South Wales

COMMISSIONER/ ACTING SENIOR COMMISSIONER/ TECHNICAL AND CONCILIATION ASSESSOR

I retired from the Land and Environment Court after serving three x seven-year appointments. Prior to my retirement I have dealt with over 2000 cases involving a range of matters with different levels of complexity and controversy in Classes 1, 2 and 3 of the Court's jurisdiction in all areas of New South Wales. I have also regularly conducted On Site Hearings, s 34 Conciliation Conferences, s 34AA Mandatory Conciliations and Arbitrations, Mediations, Case Management of matters and assisted Judges in hearing of appeals. I have twice acted in the

position of Senior Commissioner (from 25 February 2012 to 10 August 2012 and 23 June 2015 to 18 December 2015).

Other initiatives in my role as Commissioner/ Acting Senior Commissioner, outside normal duties, have included:

- mentoring recently appointed Commissioners,
- preparing the Court's Case Management Policy (20 May 2010), Conciliation Policy (11 November 2010), Site Inspection Policy (11 November 2010), Joint Expert Report Policy (12 June 2015) and Conference of Expert Witnesses Policy (12 June 2015),
- acting as Chairperson at sessions of the Court's Annual Conference,
- attending meetings of the Court User Group,
- undertaking interviews for the recruitment of staff for the Court's Registry,
- preparing information for the Court's website; and
- conducting staff surveys and analysing the data consistent with the approach in the International Framework for Court Excellence.

June 1991 to June 1997

Baulkham Hills Shire Council (now The Hills Shire Council)

DIVISIONAL MANAGER/DIRECTOR PLANNING SERVICES

Major initiatives achieved under my management included the:

- preparation and implementation of Local Environmental Plans, Development Control Plans, and s 94 Contribution Plans for the Rouse Hill Development Area,
- restructure of the town planning, health, building and subdivision functions of council,
- introduction of new programs such as regular food shop inspections, education monitoring, and water monitoring and analysis,
- negotiation of the Council's garbage and recycling contract worth \$21M over seven years, and
- introduction of Total Quality Management principles to the Division.

Responsibilities included:

- the management of development control, building control, subdivision and engineering functions, waste management, recycling, health, and environment protection functions,
- the management of 74 professional, technical, and clerical staff; and
- overseeing an annual budget of \$8.7M.

August 1979 to June 1991

Baulkham Hills Shire Council (now The Hills Shire Council)

CHIEF TOWN PLANNER, DEPUTY CHIEF TOWN PLANNER, TOWN PLANNER/SENIOR TOWN PLANNER

January 1970 to September 1973

Central Mapping Authority/ Department of Lands

CARTOGRAPHER/PHOTOGRAMMETRIST

INVITED PRESENTATIONS

Skills You Need to Know to be a Good Expert Witness, Planning Institute of Australia, Sydney, 29 October 2020, 17 September 2021, 20 September 2022, 18 September 2023.

Sustainability in Planning for Councils and Panels, Environment and Planning Law Association Annual Conference, Sydney, 30 October 2020.

Equitable Briefing Seminar on Expert Witnesses, Clayton Utz Solicitors, 12 November 2019.

Design Is Not Trivial – Trivia Competition, Environment and Planning Law Association Annual Conference, Sydney, 25 October 2019.

Expert Witnesses, Planning Institute of Australia Planet Series, Sydney, 2 April 2019.

Why Did You Say That? Being an Expert in The Land and Environment Court, HWL Ebsworth Lawyers, Sydney, 29 October 2018.

Planning Q & A, Environment and Planning Law Association Annual Conference, Sydney, 25 October 2018.

Ten Questions A Commissioner Would Like to Ask; But Can't! Environmental Law News, Spring 2018.

Recent developments in Alternate Dispute Resolution in the Land and Environment Court of NSW, Australasian Conference of Planning and Environment Courts and Tribunals Conference, Adelaide, 13 October 2016.

Ethics, Evidence and Experts, Environment and Planning Law Association Conference, Sydney, 18 October 2015.

The Land and Environment Court Update: Planning Principles, Policies and Practice Notes, Environment and Planning Law Association Twilight Seminar, Sydney, 29 July 2015.

Are you getting the most out of Section 34 Conferences? Toolbox Seminar, Planning Institute of Australia, Sydney, 16 July 2015.

Conciliation and Mediation in the Land and Environment Court, Judicial Commission of NSW, Sydney, 26 November 2014.

Joint Expert Reports – Short, Sharp and to the Point, Environment and Planning Law Association Conference, Orange, 15 November 2014.

RECENT PROFESSIONAL ACTIVITIES

2015,16,18,20,21 Mentor in *Town Planning Mentor/Mentee Program*, Planning Institute of Australia, Sydney.

CURRENT PROFESSIONAL ORGANISATION AND COMMUNITY MEMBERSHIPS

2020 to present	Panelist for the Planning Institute of Australia in assessing complaints against the Code of Professional Conduct.
2011 to 2018	Nationally Accredited Mediator, Alternative Dispute Resolution, Directorate & Community Justice Centres NSW.
2018 to present	Fellow, Planning Institute of Australia.
2004 to 2018	Member, Planning Institute of Australia.
2018 to present	Committee Member, Environment and Planning Law Association.
1983 to present	Member, National Trust of Australia (NSW).

INTERESTS

Cycling, swimming, classic cars, motor racing.

REFEREES

Mr Michael Staunton, Barrister, Martin Place Chambers, 52 Martin Place, Sydney 2000, [REDACTED].

Mr Stephen Patterson, Partner, Wilshire Webb Staunton Beattie Solicitors, Level 9, 60 York Street, Sydney, [REDACTED].

27 February 2024
Elizabeth Kinkade PSM

Derwent Search
Level 21, 123 Pitt Street
Sydney NSW 2000

To whom it may concern,

Local Planning Panels 2024

I am writing to express my interest in the role of chair and the role of expert member of Local Planning Panels (LPPs).

I am a town planner with over 30 years' experience in state and local government and consultancy practice. My breadth of experience and practical understanding of the planning system, along with my demonstrated ability to understand complex technical planning issues, communicate sensitively, act with integrity, engage with the community and a broad range of stakeholders provide the skills needed to fulfil the role of chair and expert member of LPPs.

My knowledge of the planning system is comprehensive and relevant to the role of chair and independent expert. This knowledge is supplemented by my leadership qualities and ability to establish and maintain effective working relations across complex organisations.

I have extensive senior level experience in planning, policy, and governance in state and local government. My ability to chair meetings, influence, negotiate, drive outcomes, manage risks while also challenging approaches and constructively working to consider the views of all stakeholders within a decision-making framework has been fundamental to me successfully fulfilling the role of a senior executive in the NSW government and chairing LPP meetings over the past 3 years.

My skills and ability to undertake the role of chair has been demonstrated over the past 3 years as Chair of Wollondilly LPP, Alternate Chair of both Cumberland Campbelltown LPP's. My ability to undertake the role of an expert in planning and governance has been demonstrated through my role on the following LPPs: The Hills Shire Council; Hawkesbury City Council; Waverley Council; Hornsby Shire Council and the City of Willoughby Council.

During my time as the chair or alternate chair of 3 LPPs, I have demonstrated my ability to inform and debrief fellow panel members and relevant stakeholders, lead discussion that draws on the expertise of panel members and seeks the appropriate input from council staff as required.

As chair / alternate chair of panels, I have ensured panel meetings are efficient and effective while also maintaining respectful and professional behaviours. One practical approach I use to achieve this is ensuring panel members review material and, in accordance with LPP operational procedures, identify any matters that require clarification before the panel meets. This ensures council staff can source and provide additional relevant material or information to the LPP for their consideration at the meeting and before the LPP members form a view on a proposal.

I ensure matters of procedural fairness are addressed, site visits are productive, and all panel members actively contribute to discussions in a professional and respectful manner. I always ensure minutes from meetings are finalised efficiently and with the endorsement of all LPP members.

I always take a professional and ethical approach to my work, act with integrity and put the interest of the LPP ahead of any personal interests. I have commercial astuteness, judgment and instinct coupled with a practical understand of how these attributes are relevant to strategic (planning proposals) and statutory (development proposals) being considered by the LPP. I have extensive experience in assimilating and synthesising complex information. I would be willing to comply with the Planning Panels Code of Conduct.

The contact details of my referees and CV are attached. I also welcome the opportunity to discuss how I could contribute to planning decisions by being an expert member or chair of LPPs.

Yours sincerely,

Elizabeth Kinkade PSM

Referees: Elizabeth Kinkade PSM

Alison Burton

Acting Executive Director

Department of Planning, Housing and Infrastructure



Ian Reynolds

Director IR& Associates



Toni Avery

General Manager

Uralla Shire Council



ELIZABETH KINKADE PSM

| [linkedin.com/in/ekstrategy](https://www.linkedin.com/in/ekstrategy)

STRATEGIC AND STATUTORY PLANNING, POLICY, GOVERNANCE AND LEADERSHIP

Town Planner with over 25 years of experience in state and local government and consultancy across strategic and statutory planning, policy, governance and leadership. Skilled in:

- **Strategic and statutory planning:** Preparing and advising on strategy and local plans, development assessment, program design, urban renewal, growth, infrastructure and environmental considerations.
- **Policy analysis and advice:** Advising on policy, legislative reform and decision-making frameworks, analysing issues and submissions, and securing government and stakeholder support for reforms and initiatives.
- **Problem-solving:** Demonstrating calm and clear thinking in high-pressure situations to effectively address complex planning, policy, strategy, system reform and governance challenges with practical solutions.
- **Stakeholder engagement:** Engaging with key stakeholders, conducting reviews and providing practical recommendations based on comprehensive analyses and relationships across three tiers of government.
- **Policy development and reform:** Leading the development and reform of various planning policies and regulations in land use management, development contributions and housing planning.
- **Project management:** Overseeing and delivering projects, including budget management, urban renewal centres, energy grant programs, infrastructure initiatives and strategic land use plans.
- **Leadership and team management:** Supportive, inclusive and reliable leader of large, high-functioning teams, elevating team culture, driving cultural change and improving performance.
- **Communication and collaboration:** Facilitating meaningful engagement with communities, coordinating programs, chairing committees and providing governance and strategic advice.

CAREER SNAPSHOT

EK STRATEGY

Director | 2020 – now

DEPARTMENT OF PLANNING, INDUSTRY & ENVIRONMENT

Executive Director – Land Use Strategy | 2019

DEPARTMENT OF PLANNING & ENVIRONMENT

Executive Director, Housing & Urban Renewal | 2018 & 2019

Executive Director, Energy Delivery & Coordination | 2018

Executive Director, Planning Policy | 2014 - 2018

GREATER SYDNEY COMMISSION

Acting CEO | Dec 2015 – Feb 2016

DEPARTMENT OF PLANNING & INFRASTRUCTURE

Executive Director, Growth Planning and Delivery | 2014

Executive Director, Housing & Employment | 2013- 2014

Planning Policy Director | 2009 - 2013

GROWTH CENTRES COMMISSION (GCC)

Planning Policy Director | 2007 - 2009

DEPARTMENT OF PLANNING

Regional Director | 2005 - 2007

STATE & LOCAL GOVERNMENT

Various roles | Pre 2005

EDUCATION

UNIVERSITY OF NSW

Bachelor of Town Planning

Current LLM student

PROFESSIONAL MEMBERSHIPS

Australian Institute Of Company

Directors | 2020 - now

AWARDS

Public Service Medal | 2016

Premiers Awards | 2016

Premiers Award | 2014

BOARD & ADVISORY

MULTIPLE LOCAL PLANNING PANELS

Chair | Expert Member | 2021 - now

CEMETERIES & CREMATORIA NSW

Board Member | 2019

SYDNEY OPERA HOUSE

CONSERVATION COUNCIL | 2017-18

PROFESSIONAL EXPERIENCE

Director | EK Strategy

2020 – present

Providing practical and effective solutions to complex planning, policy, strategy, system reform, project management, project delivery, program review and governance challenges. Projects include:

- Chair of three Local Planning Panels and expert member on five Local Planning Panels responsible for determining development applications and providing expert advice on planning proposals.
- Interim Executive Director Planning & Infrastructure at Uralla Shire Council:
 - Provided leadership and liaison with Uralla Shire Council Mayor & Councillors across multiple areas of responsibility, including Development & Planning; Environment & Waste; Water & Sewer; Fleet, Stores & Workshop, Library and Civil Projects.
 - Successfully delivered the Renewable Energy Community Benefit Sharing Policy.
 - Facilitated workshops with the Mayor & Councillors to support informed decision-making.
 - Ensured a smooth transition for the incoming new hire.
- Delivered an in-depth independent review of a State Government pilot project supporting the local Aboriginal Land Councils, engaging with key stakeholders to provide practical recommendations.
- Researched and prepared an Options Paper on temporary and seasonal worker accommodation in NSW.
- Conducted a comprehensive review of the Commonwealth Policy on managing land use around airports, providing recommendations to update and amend the policy to reduce bird strike risk.
- Analysed and reviewed submissions for Proposed Amendments to Clause 4.6, advising on the decision-making framework for industry, the community and local councils.
- Established the role of an Independent Community Commissioner for Aerotropolis, facilitating the appointment and implementation process.
- Provided project management, planning oversight and delivery for Blacktown City Council's two major urban renewal centres.
- Identified enhancements for NSW Water policy reform and performance improvement program to deliver customer service while meeting statutory requirements.

Executive Director, Land Use Strategy

Department of Planning, Industry & Environment

Jul - Dec 2019

- Led the Planning Minister's Corporation under the Office of Strategic Lands, overseeing the successful delivery of strategic open space and infrastructure corridors. This encompassed managing a \$330 million loan, a property portfolio of 6000+ hectares valued at over \$1 billion, facilitating land acquisitions, transfers and divestments, and other election commitment programs totalling \$200 million.
- Established a dedicated team and program to fulfil a \$55 million election commitment known as 'Roads to Home.' This initiative focused on providing vital infrastructure to discrete Aboriginal communities, empowering them to attain home ownership and foster economic sustainability.
- Designed and initiated the statutory review of the Cemeteries and Crematoria legislation, concurrently forming and leading a comprehensive review team of consultants and staff.
- Formed a specialised team to provide governance and strategic advice on using government property assets across the Housing and Property Division.

Executive Director, Housing & Urban Renewal

Department of Planning & Environment

Jan - Jun 2019

Provided leadership to a team of 45 staff, overseeing a combined labour and operating budget of \$11.5 million to achieve urban renewal outcomes at over 15 locations across Sydney.

- Led the planning efforts for the strategic business case development for Metro West.
- Prepared a comprehensive package of urban renewal priorities for the government accompanied by a detailed transition plan highlighting the strategic direction and recommended actions.
- Maintained high team morale and prioritised the timely delivery of all milestones, even amid periods of uncertainty, such as significant government restructuring.

PROFESSIONAL EXPERIENCE (CONTINUED)

Executive Director, Energy Delivery & Coordination

Department of Planning & Environment

Oct - Dec 2018

Charged with designing and establishing Climate Change fund initiatives and multimillion-dollar energy rebates programs, leading four teams.

- Successfully designed and effectively delivered a \$170 million energy grants program.
- Led the delivery of the NSW Summer Readiness program, overseeing a comprehensive review by the Chief Scientist and Engineer to mitigate the risk of blackouts during peak energy use.
- Managed and delivered a \$300 million energy rebates program for vulnerable people.
- Negotiated a revised code with energy retailers, ensuring identified customers received the full benefit of the rebate program.

Executive Director, Housing & Urban Renewal

Department of Planning & Environment

Feb - Oct 2018

Provided leadership and oversight to deliver contested and complex urban renewal precincts along proposed transport corridors in Sydney. Managed a team of 45 staff and a budget of over \$14 million.

- Led the development of major land use plans for key areas, including St Leonards / Crows Nest, Rhodes, Telopea and Banksia / Arncliffe.
- Headed the creation of a new model for early community input into the planning process, facilitating meaningful engagement with local communities and enhancing their participation and influence in shaping the future of their neighbourhoods.
- Prepared and executed a comprehensive work program, aligning resources and establishing a highly functioning and efficient team.
- Provided crucial support to the government in setting priorities for urban renewal initiatives, particularly in a highly volatile political climate.

Executive Director, Planning Policy

Department of Planning & Environment

2014 - 2018

Led the entire planning policy work for the Department of Planning, overseeing a team of 90 staff.

- Successfully secured government commitment to establish a dedicated program to fund infrastructure for Discrete Aboriginal Communities, supporting their aspirations for home ownership.
- Secured government agreement to reposition the development contributions framework, ensuring developers contributed appropriately to local infrastructure.
- Identified and secured Ministerial support for a staging plan to ensure the strong foundation and success of the Greater Sydney Commission.
- Led the development and reform of planning policies and regulations, including childcare, caravan parks, native vegetation, development contribution, legislative penalties, complying with development approval codes, State Environmental Planning Policy Reforms and the One Stop Shop for agency approvals.
- Oversaw the review of the planning policy on apartments (State Environmental Planning Policy 65), ensuring its effectiveness and alignment with current needs.
- Directed a comprehensive review of over 60 state planning instruments, streamlining and reducing duplication to enhance the efficiency of the planning system.
- Repositioned the Complying Development Expert Panel to improve its effectiveness in facilitating compliant development processes.
- Spearheaded reforms to the childcare approval framework to ensure newly built facilities would meet licensing standards and address previous non-compliance issues.
- Chaired the Retail Advisory Committee and reviewed planning controls for retail development, a highly contested and critical area of planning.
- Frequently assumed the role of Deputy Secretary, including during the establishment and response to flammable cladding issues following the Grenfell fire.
- Delivered multiple complying development codes and best practice guides, providing clear guidelines and promoting efficient development processes.

PROFESSIONAL EXPERIENCE (CONTINUED)

Acting CEO

Greater Sydney Commission

Dec 2015 – Feb 2016

- Established the Greater Sydney Commission, overseeing office setup, recruiting and staffing, developing branding and a communications plan and managing the development of the Commission's website.
- Initiated and commenced a strategic work program to drive the Commission's objectives.
- Designed and implemented an effective model for selecting and appointing independent commissioners to the Greater Sydney Commission, ensuring transparency, rigour and diversity.
- Developed the Operational Plan, addressing probity and conflict issues, ensuring the Commission operated with integrity and adhered to the highest ethical standards in activities and decision-making.

Executive Director, Growth Planning and Delivery

Department of Planning & Infrastructure

2014

- Prepared discussion papers for regions and led multiple teams to prepare subregional growth, infrastructure considerations and regional growth plans.

Executive Director, Housing & Employment

Department of Planning & Infrastructure

2013 - 2014

Leader of the division responsible for planning and delivery of greenfield, urban renewal and employment areas in Sydney.

- Developed and delivered the Housing Diversity Package, an innovative approach facilitating local government and community input into Urban Activation Precincts.
- Conducted early stakeholder engagement, including senior Department representation at community engagement events and briefings with councillors.
- Maintained strategic approvals for the Growth Centres, streamlining the assessment and approval processes by replacing the need for site-by-site evaluations.

Planning Policy Director | Department of Planning & Infrastructure

2009 - 2013

- Developed and implemented policy and legislative reforms to facilitate housing delivery, focusing on critical areas such as riparian corridor management, bushfire planning, biodiversity preservation and Aboriginal Heritage considerations.
- Provided leadership to the policy team on greenfield housing planning and delivery.
- Established a Release Area Delivery program and a team dedicated to identifying and resolving issues that hindered the timely delivery of housing projects.
- Led the Strategic Assessment under Commonwealth Legislation for the Growth Centres to ensure compliance with relevant federal regulations.

Planning Policy Director | Growth Centres Commission

2007 - 2009

- Led greenfield housing policy, prepared the Employment Strategy for Growth Centres, managed biodiversity certification legal challenges and implemented a precinct boundary review process.

Regional Director | Department of Planning

2005 - 2007

- Headed a regional team for council areas, developed community-government partnerships for strategy and planning reforms, prepared subregional strategies and coordinated grant programs.

PROFESSIONAL DEVELOPMENT

Leadership Academy | Public Service Commission

Change Leadership and Resilience Training

Media Training

PSC Delivering Business Results | UNSW Business School AGSM

Recruitment Training

Kara Krason Curriculum Vitae

Current Role:

Director of Place Centric

[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]

Specialisation

Planning Strategy
Master Planning
Statutory Planning
Infrastructure Planning
Stakeholder Engagement
Planning Feasibility
Assessment of Major Projects
Project Management
Property Development
Planning Panel Member & Chair

Qualifications

1989

Higher School Certificate
James Ruse Agricultural High School

1996

Bachelor of Town Planning (Hons)
University of New South Wales

Years in industry

30

I have 30 years' experience in town planning and urban design working within local government, the property sector, tertiary education and planning consultancy. I spent more than a decade as NSW Government State appointed Regional Planning Panel for the Hunter and Central Coast Region until 2019. I currently sit as an Alternate Chair and/or Panel Member on several Sydney Local Planning Panels and the Central Coast Local Planning Panel.

Having formally worked as an in-house planning advisor and consultant for major property companies, I have an innate knowledge of economic practicality and development feasibility, in addition to NSW planning legislation, environmental impact assessment, stakeholder engagement and negotiation, best practice design and political and economic strategy. I also have significant experience in connecting with and designing with Country and enabling Indigenous voice in planning and design projects

Between 2017 and 2023 I was employed as the Head of Campus Planning and Urban Design within the Property Unit at the University of Technology Sydney. A role that was responsible for all master planning activities for the campus and leading the planning, design and delivery of the UTS Capital Development Plan to support the Tech Central Innovation Precinct

I have particular skills in working with a range of stakeholders including government, the community and other authorities to resolve planning issues.

While working across a broad spectrum of land uses, my specialisation has been in planning strategy, master planning, major development, education, seniors, student and affordable housing, design excellence, placemaking and policy development.

I possess significant expertise in public administration and decision making as evidenced by the roles below and including chairing public hearings for Councils.

Panel Appointments

- Alternate Chair Central Coast Local Planning Panel
- Alternate Chair Ku-ring-gai Local Planning Panel
- Alternate Chair Blacktown Local Planning Panel
- Panel Member Mosman Local Planning Panel
- Panel Member Bayside Local Planning Panel
- Panel Member Northern Beaches Local Planning Panel
- Panel Member Willoughby Council Local Planning Panel
- Panel Member Randwick Council Local Planning Panel
- Former State Member for Hunter and Central Coast Regional Planning Panel (2009 to 2019)
- Former Alternate Regional Planning Panel Member for Sydney East and West Regions
- Former Alternate Chair Lane Cove Local Planning Panel
- Former Expert External Member on City of Sydney Council S82A Review Panel and Small Permit Appeals Panel

Employment History

Director Place Centric

January 2023 – Current

Rebranded planning consultancy Krason Planning Pty Limited to Place Centric. In addition to panel roles, my focus over the past year has been on strategic planning projects that create a sense of place, embrace wellness and sustainability, and connect communities. This has included and EOI and design competition brief for an Indigenous Residential College, project management, and assisting a regional Council with strategic planning projects.

Head of Campus Planning and Design

Program Management Office, University of Technology Sydney

September 2017 – January 2023

I held a leadership position at UTS that was responsible for planning and design of the university campus. This included:

- Delivery of UTS Broadway Precinct Master Plan
- New Campus Masterplan for UTS physical resources for 2018 to 2036 to inform and support the Capital Development Plan (CDP) and the long-term finance plan
- Major Project application for redevelopment of part of the Broadway Campus
- Specialist advisor, concept planning and vision lead for joint venture participant project for redevelopment of UTS Haymarket and Ultimo Campus
- Lead the development of the UTS Indigenous Residential College, Arts and Knowledge Hub
- Lead the preparation of new UTS Planning & Design Guidelines including introducing contemporary workplace design and teaching and learning space design into UTS's infrastructure planning for future projects
- Monitor national/state/local government planning politics relevant to the university and its assets and infrastructure planning
- Major project planning, design and delivery
- Space Planning

Director, Krason Planning Pty Limited (now Place Centric)

August 2005 – Current

Krason Planning is a town planning consultancy servicing the private sector and government, with a focus on planning strategy, placemaking, design excellence, housing affordability and creating livable communities. Krason Planning has specialised primarily in medium and high-density residential development, mixed use development, commercial and retail development, master planned projects, seniors housing, and educational establishments.

Other key projects undertaken while with Krason Planning included:

- Undertaking independent Part 3A assessments for controversial projects on behalf of the Department of Planning & Environment;
- Assessments of sensitive and complex applications for City of Sydney and North Sydney Councils;
- Provision of planning advice to other property developers such as EG Funds Management;
- Building the Education Revolution (BER) advice, applications and presentations to independent schools;

- Committee attendance and representation for the Urban Development Institute of Australia (UDIA);
 - Chairing Public Hearings for Planning Proposals and Land Reclassification; and
 - Regional and Local Council planning panel commitments.
-

Director of Planning

Frasers Property Australia

May 2015 to July 2016

In May 2015 I transferred from contract in-house consultant to a permanent role at Frasers (formerly Australand) as Director of Planning to assist the company and improve staff moral while it transitioned from Australand to Frasers.

Key projects during this period included major mixed use development projects at Edmondson Park and Clemton Park in addition to planning feasibilities for potential site acquisitions for new housing.

Planning & Development Approvals Manager, Residential Apartment and Mixed-Use Development Division

Australand Property Group

October 2003 to August 2005

Managed the development approval process for new high density residential apartment developments and mixed use masterplanned communities in the Sydney Region and undertook planning risk/feasibility assessments for potential new site acquisitions.

This role included the management of varying disciplines such as landscape, solar, energy efficiency, noise, engineering, traffic, heritage and architecture in preparing suitable development applications for sites and close liaison with State Government, Local Councils and Communities on complex and controversial site developments.

Principal Planner, North Sydney Council

August 2002 to October 2003

Development assessment within North Sydney Council area while undertaking post graduate study in viticulture, marketing and wine law.

Principal Planner (Sydney) & Manager (Gold Coast Office), Gary Shiels & Associates

April 2001 to July 2002

Experience in private sector planning and design in NSW and QLD. Examples of projects undertaken included:

- Prepared the Prince Henry Site Masterplan and Development Control Plan for Landcom in conjunction with PTW Architects.
- Prepared the Campbelltown Links Site Masterplan and Development Control Plan for Business Land Group.
- Heritage studies and development assessment.

Development Officer, Pittwater Council

December 1999 to April 2001

Joined Pittwater Council to gain development assessment expertise within local government. Assessed development applications for new dwellings and alterations and additions to existing dwellings, restaurants, expansion and upgrading of marina facilities, new jetties and pontoons, and multi-unit housing.

Senior Town Planner, Planning Workshop Australia

February 1996 to December 1999

Private sector consultancy experience on a range of projects across Australia. Employed in areas of environmental assessment, formulation of policies and studies, land development, project management, community consultation and business development.

Projects included:

- Strategic Development Plan for all Department of Defence Installations in Australia
 - Major District Centres Scoping Study for South East Queensland Region
 - Development applications for Queensland Investment Corporation (QIC)
-

Town Planner, Hirst Consulting Services

November 1994 to January 1996

Private consultancy experience specialising in retail planning and demographic studies, including preparation of the Olympic Villages Market Demand Study for the Athletes Village and the Media and Technical Officials Village for Delfin Mirvac Lend Lease.

Assistant Strategic Town Planner, Hornsby Shire Council

July 1993 to October 1994

Employed at Hornsby Council as a strategic planner. Projects included development of new Hornsby Local Environment Plan, Housing DCP and a community-based strategic land use plan for Danger Island on the Hawkesbury River.

Referees for Panel Positions

Ms Sue Francis

Director, Gyde



Mr Garry Fielding



Mr Jason Perica

Director, Perica & Associates Urban Planning



Elisabeth Peet FRAIA MPIA

2001 Master Urban Design, Sydney University,
Dean's Honour Award for Urban Design
1991 Bachelor of Architecture (Hons1) UTS
1995 NSW registered architect ARB 5961

Fellow Australian Institute of
Architects (AIA)
Member Planning Institute of
Australia (PIA)

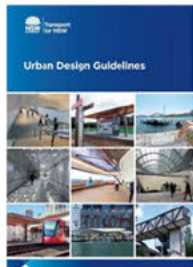
Elisabeth is a recognised design leader in government and the architecture profession and is a registered architect and award-winning urban designer with a mixture of public and private sector experience over a 35-year career. She is a design quality specialist with experience in a range of sectors and a key author of industry-leading policy, strategy & guidance, such as the Apartment Design Guide, the TfNSW Urban Design Guidelines and the Newcastle Urban Renewal Strategy.

PROJECT EXPERIENCE

2014 - 2024 NSW Government: Sydney Metro, Transport for NSW



Central Precinct



Interloop by Chris Fox at Wynyard.

Positions: A/Deputy Executive Director Architectural Excellence & Director Design at Sydney Metro, Director/Principal Manager Urban Design at Transport for NSW (TfNSW).

Roles: State Government Design Champion. Enterprise & project level design leadership. Author & convener of a range of design excellence programs, strategies & panels including the TfNSW Design Review Panel (DRP), Parramatta Light Rail Stage 1 DRP, Circular Quay Renewal DRP & Sydney Metro Western Sydney Airport DRP. People leader.

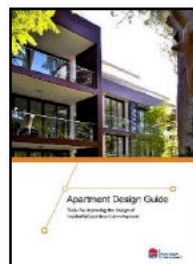
Key projects: Central Station Precinct including Central Walk, Circular Quay Renewal, Wynyard Station Upgrade, Sydney Metro Western Sydney Airport, Sydney Harbour Bridge Cycleway northern access, Transport Access Program, B-Line, Barangaroo Ferry Hub.

Awards: 2017 Australian Urban Design commendation for TfNSW Urban Design Guidelines, 2017 Premier's Award for Wynyard, 2018 National Trust Award for Interloop public artwork at Wynyard, 2018 AIA commendation & Lord Mayor's Prize for Barangaroo Ferry Hub.

2011 - 2013 NSW Government: Department of Planning



Newcastle Urban Renewal Strategy



Positions: Team leader urban design

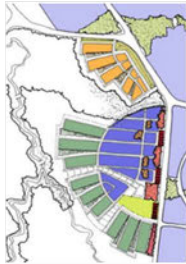
Roles: Urban design lead within the Department, strategic project lead, urban design guidance, manager Director General's Design Excellence program, advisor to assessment teams, people leader.

Key projects: Newcastle Urban Renewal Strategy, Review of SEPP 65 & the Apartment Design Guide, draft 2012 Newcastle City Centre Development Control Plan, Tuggerah town centre structure plan.

Awards: 2015 Australian Urban Design Award commendation & 2015/16 Planning Institute of Australia national & state awards for Apartment Design Guide; 2013/14 Planning Institute of Australia national & state award for Newcastle Urban Renewal Strategy.

2000 - 2011

Associate Urban Design at Architectus & Arup



Bunya Estate



UWS Westmead



Marrickville Civic Site

Positions: Associate, senior urban designer

Roles: Lead urban designer for a broad range of projects: master plans, design codes & guidance, development feasibility, urban design & visual impact assessment, expert evidence; for transport, residential, commercial, industrial, urban & regional, green & brownfield sites. Design review panel member. People leader.

Key projects: Bunya Estate, Bungaribee Precinct Western Sydney Parklands master plan, design code, architectural reviewer; Rooty Hill South master plan, Huntingwood West employment lands master plan and design code, UWS Westmead master plan update, Marrickville Civic Site master plan, The Parklands at Epping master plan for former Channel 7 site, Bundeena Cluster Housing master plan, Tallwoods Village master plan on the mid north coast, Prince Henry Hospital redevelopment, Little Bay.

Development feasibility assessment for Hay Avenue Caringbah adjacent station development, Liverpool Station residual lands, Hornsby Quarry redevelopment, Canterbury Economic & Employment Lands, Education Lands at Richmond NSW, West Ryde Interchange Development, Warwick Farm Racecourse properties.

Awards: Bunya Estate - 2014 UDIA NSW Commendation: residential development; 2012 UDIA NSW Commendation: master planned development; 2008 UDIA NSW Award for Excellence: concept design; 2007 PIA NSW Excellence in Planning Commendation

1985 - 2000

Project architect at PTW, Architect at Ancher Mortlock Woolley Student architect at Noel Bell Ridley Smith & Partners, Vivian Fraser & Associates, Harry Seidler & Associates



King St Courts



9 Castlereagh St

Positions: Project architect, graduate architect, student architect

Roles: design, documentation and contract administration architect focusing on public/civic/cultural buildings and heritage projects.

Key projects: King Street Courts (Supreme Court of NSW) staged conservation & upgrade; Tank, Downing Centre Museum Tunnel public artwork; Newcastle Civic Site adaptive reuse & public square; St Stephens Presbyterian Church Macquarie Street Sydney access upgrade DA; Australia Council for the Arts, Redfern adaptive reuse of 19th century warehouse DA, detail design documentation; State Library of Victoria, Melbourne access upgrade; DA for Spinecare, Ryde Rehabilitation Hospital; concept design for Garvan Institute of Medical Research; DA for the Bushells Building, The Rocks; 9 Castlereagh Street, Sydney contract package documentation for CBD commercial tower; design, documentation & contract administration for Petersen Residence, Cammeray.

Awards: National Trust award for King Street Courts; AIA merit awards for Australia Council & 9 Castlereagh Street, Sydney; North Sydney Council Design Excellence commendation for Petersen residence.

DESIGN EXCELLENCE & ASSESSMENT EXPERIENCE

Design excellence management

- 2023 - Manager, Sydney Metro Western Sydney Airport Design Review Panel
- 2019-23 Manager, Transport for NSW Design Review Panel
- 2019-2022 Establish & lead Parramatta Light Rail Stage 1 Design Review Panel
- 2020 Manager, Circular Quay Renewal Design Review Panel
- 2011-13 Manager, Director General's Design Excellence Program, Dept Planning

Design excellence panel/jury memberships

- 2024 - Member Hills Design Advisory Panel
- 2021- SDRP Design Champion: Sydney Metro City & Southwest Crows Nest oversite development State Significant Development (SSD); Central Precinct Renewal State Significant Precinct (SSP), Redfern North Eveleigh SSP, Chief Mechanical Engineer's Building SSD; Sydney Terminal Revitalisation SSD; Circular Quay Renewal State Significant Infrastructure application, Sydney Metro West Design Advisory Panel.
- 2021 Jury chair Australian Institute of Architects NSW Public & Educational Architecture Award
- 2020 - State Design Review Panel (SDRP): State Government Design Champion
- 2016-19 Waterloo State Significant Precinct Project Review Panel; Elizabeth St Redfern State Significant Precinct Project Review Panel
- 2014 66-68 Philip Street Parramatta mixed use development
- 2013 Stage 4 & 5 Parramatta Square twin commercial towers
39-43 Hassall Street Parramatta mixed use development
150 Epping Road Lane Cove high rise residential development
Gateway, Keira Street, Wollongong mixed use development
Lewisham Estate, residential development
153 Macquarie Street Parramatta (Stage 3 Parramatta Square)
Corner Hunter St & Stewart Ave Newcastle commercial development
Corner Parry St & Stewart Ave Newcastle commercial development
- 2012 169 Macquarie Street Parramatta (Stage 1 Parramatta Square)
'Aspire' 160-182 Church Street Parramatta (Stage 6 Parramatta Square)
mixed use development
113-117 Wigram St & 23-29 Hassall St Parramatta mixed use development
83-85 Union Road Penrith mixed use development
34-40 Hume Highway Liverpool high rise residential development
Belmore Park Sydney substation & commercial development
- 2011 Presenter: International Cities Town Centres and Communities Society
The use of expert design panels to improve design quality
- 2009-13 North Sydney Urban Design Advisory Panel for North Sydney Council
- 2008-11 Bunya Design Review Panel for Landcom, residential development
- 2007 614-632 High Street Penrith mixed use development

Independent architectural and urban design review & assessment

2014	Regional Rail Maintenance Facility Dubbo, Wynyard Place by Brookfield Sydney Trains Refresh: Town Hall Station & Central Station Northern Concourse	
2013	International Convention Centre Hotel Darling Harbour Redfern Waterloo Urban Renewal Precinct	Sacred Heart Cathedral Precinct Newcastle North Ryde Urban Activation Precinct
2012	Rozelle Village (Balmain Tigers) Four Points Sheraton 161 Sussex St Sydney Hunter Village 509 Hunter St Newcastle Heartland Holden site, Church St Parramatta, planning proposal	Clemton Park Master Plan Pemulwuy Eveleigh St Redfern GPT site Hunter Street Newcastle Warnervale & Tuggerah Town Centres Royal Randwick Racecourse Hotel
2010	SEPP 65 assessment of proposal for medium-density mixed-use development with affordable housing, Macarthur Gardens, NSW	
2009	Independent SEPP 65 assessments of a range of development proposals for Willoughby Council	
2008	Independent urban design review of proposed mixed-use development at Joynton Avenue Zetland for the Central Sydney Planning Committee SEPP 65 assessment of 614-632 High Street, Penrith for Penrith City Council	
2006	Independent urban design review of Part 3A concept plan proposal at North Beach Byron Bay for the Department of Planning.	
2003	Independent SEPP 65 assessments of a range of development proposals for Wyong Council (now part of Central Coast Council)	

Visual impact assessment

2008	Peer review of visual impact assessments for redevelopment of the Rose Bay and Point Piper Marina for Woollahra Council	
2006	Bulk storage facility at Northmead for Coca Cola Amatil	
2005	West Ryde Interchange Development for CRI Limited	

Expert evidence

2008	Proposed residential development at Boomerang Beach for Great Lakes Council (now part of MidCoast Council)	
2007	Mixed use development in Crown Street Wollongong for City of Wollongong	
2006	Aged care facility, Rose Bay	
2006	Residential development, Five Dock	
2005	Mixed use development, Chipping Norton	
2003	Residential Development, Queenscliff	

Teaching & mentoring

2022	Mentor - Transport for NSW shadowing program	
2019	Juror Sustainable Design Competition BArch, Western Sydney University	
2017	Guest lecturer and examiner, UNSW graduate urban design program	
2015-16	Guest examiner, Built Environment 6002 Urban & regional design, UNSW	
2012-13	Guest lecturer, Bachelor of Planning Macquarie University	
2011-13	Mentor – Department of Planning & Environment mentorship program	
2007-09	Guest lecturer, Master of Property Development, UTS	
2007	Guest lecturer, Year 4 design studio Bachelor of Architecture, Sydney Uni	

Louise Sureda B.App.Sc.(Planning), M.Design



PROFESSIONAL CAREER

Management of deployed teams on major transport infrastructure and city development projects including assurance and business case development, the statutory planning processes and strategic/urban design and masterplanning phases is the focus of my professional training and experience across the private sector, local government and State public service. More recently, a focus on sustainability has become a significant part of my professional advocacy.

CAREER EMPLOYMENT

2022-2023 Local Government New South Wales (LGNSW)

*Peak advocacy body representing all Councils in NSW
Senior Policy Officer (Part-time)*

2003-2021 Transport for New South Wales (TfNSW)

Transport infrastructure project delivery on behalf of the NSW State Government.

2020-21 A/Director Environment (Interim Roads legacy role)

*2016-20 Director Planning, Environment & Sustainability
(incl. A/Executive Director Integrated Planning)*

2010-16 Principal Manager Planning and Development

2003-10 Senior Manager Planning

Leading a team of technical professionals and managers of approximately 120 people. Developing procedures and strategies for sustainability and environmental input into business cases, managing planning approvals processes, consultants and staff to meet legislative and project/program requirements. Liaising with client, community and government stakeholders on issues resolution. Providing ongoing high level advice on strategic and statutory planning issues to the executive and inter-government agencies and departments. Engaging with industry to improve best practice. Overseeing certified ISO 14001 environmental management system for contractors throughout construction to vesting.

Key Achievements:

- Delivering enabling legislation for approval of the Central Sydney & Eastern suburbs Light Rail
- Delivering planning approval for the Parramatta Light Rail and Newcastle Light Rail
- Introducing mandatory Sustainability accreditation for all TfNSW projects
- Delivering planning approvals and environmental management for several major transport projects/programs (Barangaroo Ferry Hub, Wynyard Station Upgrade, Epping to Chatwood Rail Link, Clearways Program, Transport Access Program for interchanges and commuter car parks).

- Integral strategic plan making and place making initiatives for TfNSW including Central Precinct Renewal, Circular Quay Precinct Renewal, Newcastle's Revitalisation and North Ryde Urban Activation Precinct;
- Developing and evolving a 14001 Certified Environmental Management System for TfNSW procedures;
- Partnering with the Infrastructure Sustainability Council to embed sustainability in TfNSW
- Presenting regular professional Masterclass presentations to Executive staff;
- Advocating for improved processes in planning & sustainability and leading presentations at National professional conferences
- Negotiating with stakeholders to develop vegetation offset proposals for removal of critically endangered ecological communities;
- Negotiating heritage impact solutions for the preservation and adaptive reuse of State listed heritage items and consideration of World Heritage items;
- Managing external multi-disciplinary consultant teams and liaising with internal and external stakeholders to ensure timely delivery of approvals.
- Managing the workloads, resourcing and professional development of a team of 120 professional in-house staff as Director of the team.

1999-2003 Cityplan Services *Senior Consultant*
National consultancy specialising in city centre planning, heritage and building certifying

1994-99 City of Sydney *Senior Project Manager*
Local government authority for Sydney's Central Business District and harbour foreshore

1992-94 City of Yarra *Development Planner*
Inner City Melbourne gentrified local government authority

1992 Cotswold District Council *Visiting Exchange Planner*
Regional Council with most listed 'Areas of Outstanding Natural Beauty' in England

1989-92 Tract Consultants & Contour Consultants *Consultant*
National landscape, urban design and planning practice, based in Melbourne office.

EDUCATION

2019	Sustainability Leadership Institute of Sustainability Leadership	University of Cambridge Melbourne, residential short-course
2000	Entrepreneur Dev. Program	NSW Enterprise Workshop, UTS
1998	Masters of Design (with Distinction)	University of Technology, Sydney Faculty of Design, Architecture & Building
1994	Urban Design (Post Graduate)	University of Melbourne School of Architecture & Planning
1990	B. App. Sc. (Planning) (with Distinction)	Royal Melbourne Institute of Technology Faculty of Env. Design & Construction
1988	Overseas Student Exchange (six months)	Oxford (Brookes) University, England School of Urban Design & Planning

PROFESSIONAL PROFILE

- . **Infrastructure Sustainability Council** 2016-21 Corporate member
- . **Planning Institute of Australia** 1987-2011
- . **Housing Industry Australia (NSW)** Planning & Development Committee 2000-03

PROFESSIONAL AWARDS

- . **Infrastructure Sustainability Council (ISC)** – Organisational Leadership Award (Public Sector), TfNSW 2019
- . **Planning Institute of Australia (NSW)** – Commendation for “PPERA” Improving Planning Practices & Processes, TfNSW 2019
- . **Planning Institute of Australia (NSW)** – Award for “EIS Navigator” Improving Planning Practices & Processes, TfNSW 2018

PROFESSIONAL DEVELOPMENT

- . **Leadership (short courses)** – Lencioni team development (Anson); ‘Breaking through the glass ceiling’; ‘From technical manager to people manager’; ‘Advanced negotiation skills’; ‘Practical Project Management’
- . **Preparing Business Plans** – NSW Enterprise Workshop
- . **Preparing Contributions Plans** - University of Sydney
- . **Architectural Heritage Assessment** - Sydney TAFE weekend workshop
- . **Geographic Information Systems** – Melbourne University Summer School
- . **Urban Design** - Melbourne University Summer School

SUMMARY OF SKILLS

- . **Team & Corporate Leadership** – Leading in-house teams to give professional direction, motivation, mentoring and management of workload. Input to development of corporate strategy, structural review and business planning
- . **Thought Leadership** – Guidance for the planning profession and executive State Agency leadership as a member of the Senior Officers Inter-Agency Committee of the Department of Planning & Environment
- . **Project Management** – Directing business case gateway input, team establishment and delivery of high-profile public domain and infrastructure projects as a member of Project Control Groups, ensuring proper governance in exercise of non-financial delegations, overseeing multi-disciplinary consultant teams
- . **Statutory Planning** – Advisory review on planning legislation under relevant Acts, approval and preparation of environmental assessment, advice on government processes and representation in Land & Environment Court as expert witness
- . **Strategic & Policy Planning** – Problem solving and policy making contribution to forward land use planning issues, future transport strategic plans and projects with political agendas and Ministerial sensitivities in collaboration with State agencies and Greater Cities Commission
- . **Environmental Assessment & Management** – Improving training, awareness and profile of environmental issues on project sites and informing TfNSW executives of legislative responsibilities and legal obligations via Masterclasses

- . **Sustainability Leadership** – Informing and sharing learnings and trends from the diverse views and directions of sustainability professionals to enable strategic direction of investment and focus for TfNSW executive and project teams
- . **Mentoring** – Advising identified talent potential in my team and participants in the TfNSW Mentoring Program, fostering leadership for young professional women
- . **Urban Design** – Advisory role on refining the design of major development and public infrastructure projects to better integrate into placemaking for communities
- . **Communication Skills** – Advanced negotiations to achieve stakeholder resolutions with high profile presentation to senior officials and politicians, community and public liaison, written and verbal reporting
- . **Commercial & Legal Business Management** – Staff and consultant management, client liaison, fee scheduling and forecast costing, office procedures and preparation of business cases in accordance with Government requirements.

David Green - Application for Local Planning Panel – City of Sydney

To: Bill MacKay - BMACKAY@cityofsydney.nsw.gov.au

Cc: Andrew Thomas - athomas@cityofsydney.nsw.gov.au

To Whom It May Concern -

In response to <https://news.cityofsydney.nsw.gov.au/articles/opportunity-join-our-local-planning-panel>

I am interested.

I have lived in Ultimo since 1991, and am retired with free time to give back to the community where suitable.

Over the years I have volunteered in various community consultation workshops seeking to help the local community.

I am a current member of the Darling Harbour Local Community Liaison Committee in discussions with Lend Lease during the \$5B redevelopment of Darling Harbour over 5 years, and continue to meet regularly with the current ICCSydney management of those Darling Harbour buildings.

I have volunteered as an active member of strata committees in the local area for around 25 years - currently Chair of 1 and Treasurer or 2 others, and have been invited to become Chair of one where I am currently Treasurer at the forthcoming AGM Monday 27/2/23. These are 3 different residential strata complexes (2 in Ultimo, 1 in Sydney CBD Haymarket) – 1 as owner occupier, 2 as owner investor.

I have also previously worked as a real estate salesman in Melbourne Fitzroy/Carlton for 1 year where I saw hundreds of houses and gained a broad view of real estate from multiple perspectives – in discussions with other agents, owners, tenants, and developers.

Also in Melbourne I studied Law at Monash Uni for 1 year including Criminal Law and the Law of Contracts – which I find very useful in day to day discussions of agreements between different parties.

I was also a TAFE teacher of IT for 17 years so am used to communicating with those who don't yet understand.

I am also currently considering volunteering as an ethics teacher for young children at my local primary school – and am booked to attend training for that role in the next few weeks.

I believe I have a breadth of experience as a local community representative suitable for City of Sydney council.

Thanking You for your consideration,

David

27/2/23