

# NSW Urban Development Programs

Guide for implementation in regional NSW

December 2022





# Acknowledgement of Country

The Department of Planning and Environment acknowledges that it stands on Aboriginal land. We acknowledge the Traditional Custodians of the land and we show our respect for Elders past, present and emerging through thoughtful and collaborative approaches to our work, seeking to demonstrate our ongoing commitment to providing places in which Aboriginal people are included socially, culturally and economically.

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Published by NSW Department of Planning and Environment

[dpie.nsw.gov.au](http://dpie.nsw.gov.au)

NSW Urban Development Programs

First published: December 2022

Department reference number: DOC22/1082707

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# 1 Purpose of this guide

The *NSW Urban Development Programs: Guide for implementation in regional NSW* provides a framework for managing land supply and coordinating infrastructure to support growth. It will align existing regional urban development programs (UDPs) more closely. The framework will also support the establishment of new UDPs in regional NSW as a proactive response to regional housing challenges.

UDPs are the NSW Government's program for unlocking and enabling development aligned to strategic planning. They provide a strong evidence base to inform planning and infrastructure decision-making, helping the government actively manage the land supply pipeline from planning to delivery.

The NSW Government has committed to expanding UDPs to:

- ensure there is up-to-date, detailed, and accessible data to enable regular monitoring of land supply, barriers to development, and development activity in regional NSW
- improve the coordination and integration of land use, infrastructure, development planning, investment, and sequencing to ensure that the regions have enough housing to meet community needs, now and into the future
- promote broader and earlier engagement with stakeholders across government and industry to allow proactive interventions that remove barriers to housing land supply and housing delivery.

This is a detailed guide to establishing and operating UDPs. It is for the NSW Department of Planning and Environment, local councils, other state agencies, infrastructure providers, and the development sector.

The guide outlines the key activities and deliverables of the UDPs and how these fit together. Critically, it establishes a standardised framework for data, reporting and governance and outlines minimum requirements for UDPs. This includes a standardised method for auditing housing land to identify and assess the adequacy of land supply and any constraints to developing land zoned for housing. Establishing a common approach will enable consistent reporting and a broader understanding of the unique factors affecting development delivery in each region.

While this document establishes a common framework, it is recognised that flexibility is needed for UDPs to evolve to respond to local circumstances such as unique delivery challenges, the availability of data and evidence as well as existing stakeholder relationships and engagement. This may involve more detailed investigation and analysis beyond the requirements documented in this guide.

The NSW Government will work with stakeholders to identify new priority UDP locations based on strategic need and housing growth pressures. While there may be broad stakeholder interest in establishing new UDPs, it is a decision of the NSW government as to when and where UDPs will be established. Local governments outside identified UDP areas can, however, choose to apply elements of the framework as part of a local approach to planning, coordinating and monitoring

housing. Local councils are also encouraged to use the method and associated tools to audit land for their own purposes or to contribute data to regional housing monitoring.

## Objectives of the NSW UDP Guide

- Clarify the role and purpose of UDPs and responsibilities of stakeholders in identifying and actively managing a pipeline of 'development ready' land
- Foster collaboration and knowledge sharing between local and State government, industry, and utility providers to improved coordination, prioritisation, and sequencing of infrastructure and housing delivery
- Integrate evidence and insights from UDPs with land use and infrastructure planning and delivery
- Develop a common approach to regular auditing of the status of land and identification of constraints to enable improved data analysis and comparison across geographies
- Support flexibility for regional UDPs to mature and reflect local circumstances
- Provide a framework for program-wide continuous improvement

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## 1.1 How to use this guide

The guide contains 3 sections:

- **Section 1: Introduction to UDPs** gives background to the UDP framework and outlines the need for and benefits of UDPs
- **Section 2: The Regional NSW Urban Development Framework** gives details on UDP governance, roles and responsibilities, and program deliverables and outputs
- **Section 3: Continuous improvement** gives information on how the department will review and drive improvements in the UDP program

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## 1.2 Further information

For further information on regional NSW UDPs, please visit [the department's website](#).

# 2 Introduction to UDPs

## 2.1 What is a UDP?

A UDP is a program to monitor land supply and development and help coordinate delivery of enabling infrastructure. UDPs are a tool to inform strategic planning and better align land use, transport and infrastructure planning to help address regional housing needs and challenges. Each UDP focuses on the planning and delivery of housing and infrastructure to support new development in a specific region or part of a region, for example, a regional city or growth centre and surrounding LGAs. UDPs bring together key stakeholders and decision makers across private, not-for-profit and public sectors to collaboratively manage planned development. The primary focus of UDPs is housing land supply, however, UDPs can also be used to support the delivery of employment lands.

UDPs perform 4 key activities over an annual cycle as shown in Figure 1 below.



Figure 1 Urban Development Program framework

## The housing supply pipeline

UDPs monitor land as it progresses through the housing supply pipeline. The housing supply pipeline tracks the transition of land from non-housing uses, such as rural or industrial lands, to being developed and used for housing, as well the transition of existing lower density housing land to higher density housing development. In order for land to be used for housing development or more intensive forms of housing, the land must pass through various stages to ensure that:

- environmental constraints and risks, such as bushfire, flooding, and biodiversity considerations, are appropriately managed
- appropriate planning controls and approvals are in place
- there is adequate infrastructure to service the land and enable development

These stages are outlined in Figure 2 below.

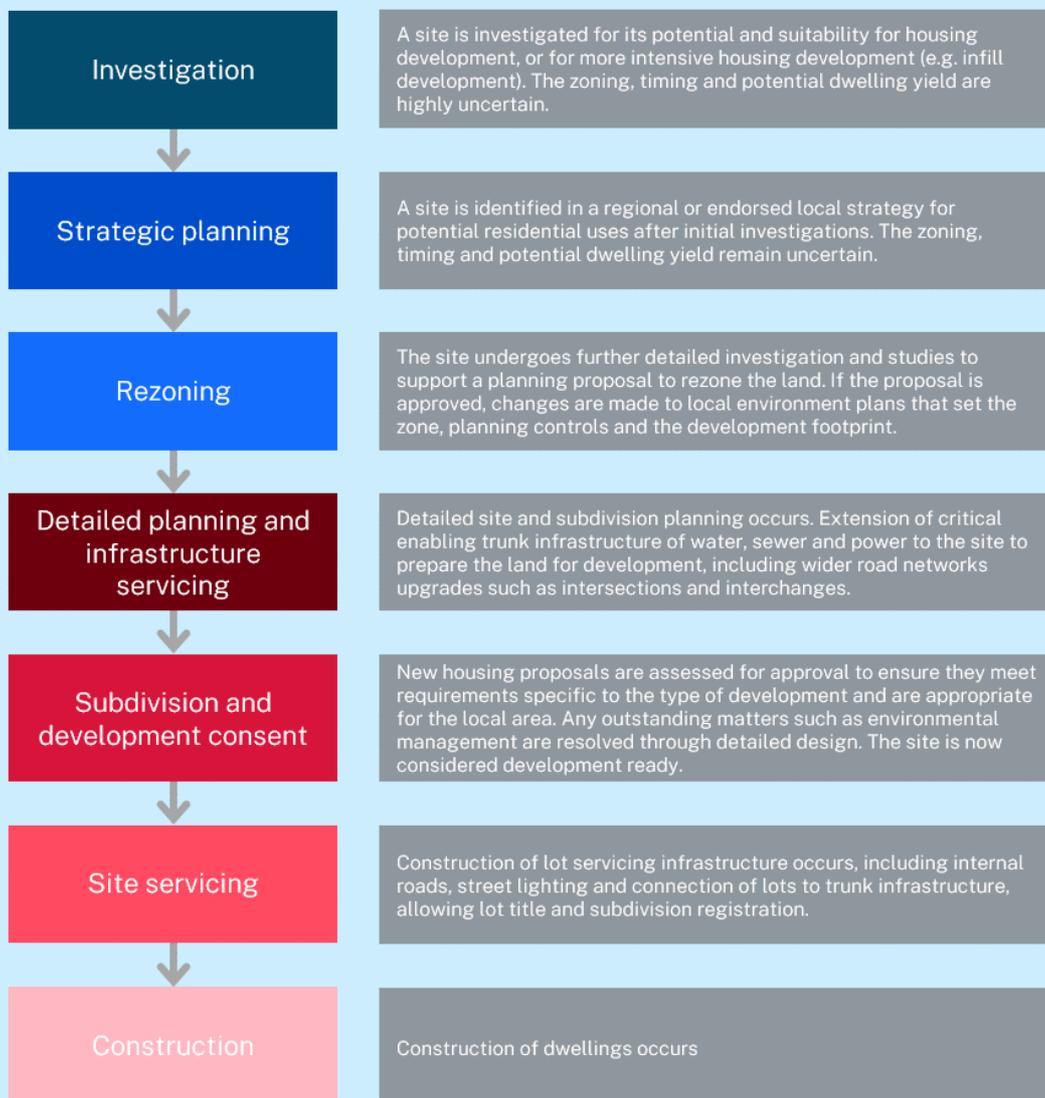
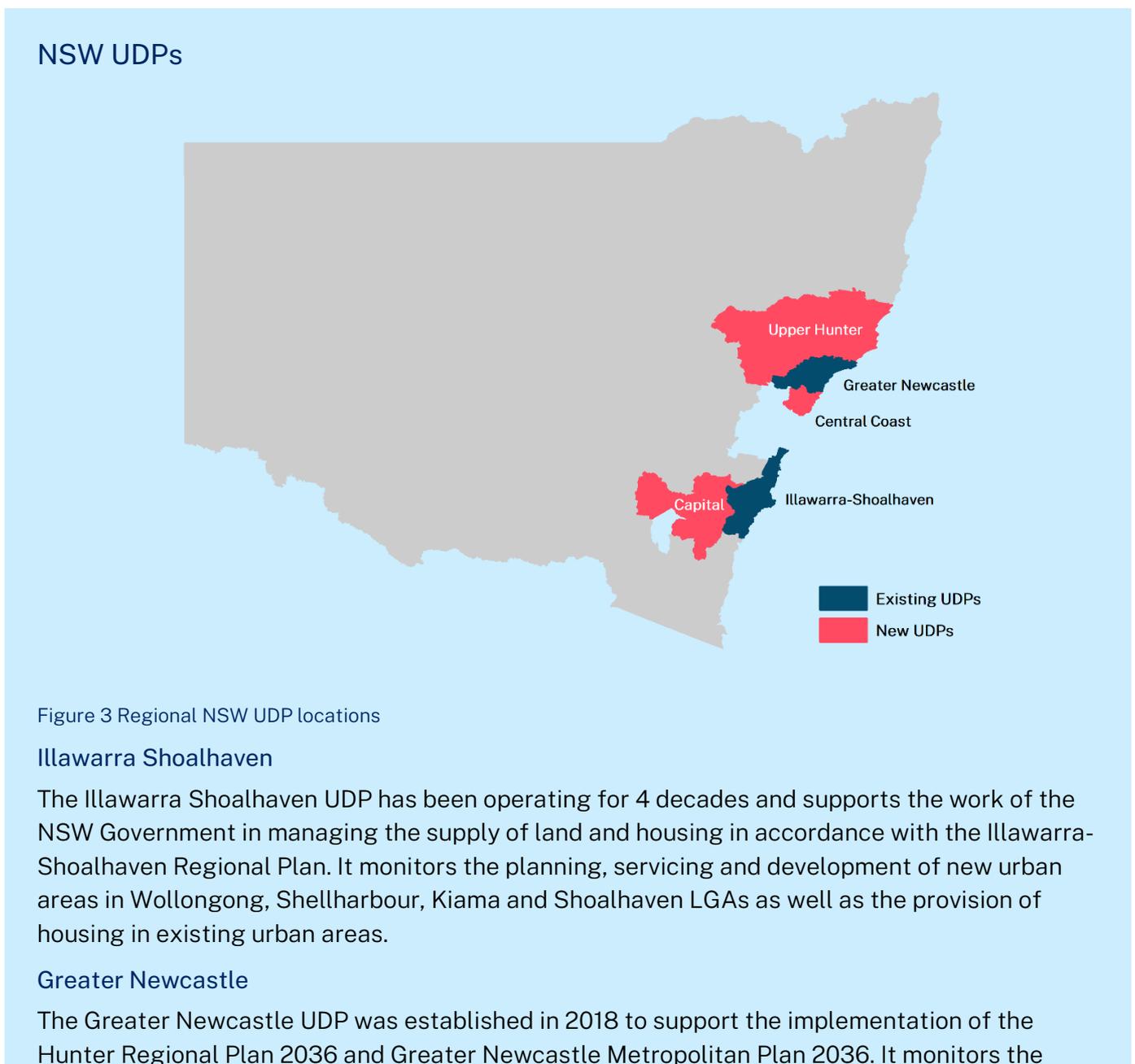


Figure 2 The housing supply pipeline

## 2.2 UDPs in NSW

As of December 2022, UDPs operate in NSW in 3 regions: Greater Sydney, Greater Newcastle, and Illawarra–Shoalhaven.

UDPs do not have a statutory role in the NSW planning system, but support government decision-making and inform planning, infrastructure, and service delivery by providing more transparent, detailed, and accessible data on housing supply and delivery, and promoting broader and earlier engagement between industry, utility providers, and State and local government stakeholders. This supports the NSW planning system objectives, as outlined in the *Environmental Planning and Assessment Act 1979*, of promoting the orderly and economic use and development of land and delivery and maintenance of housing affordability.



planning, servicing and development in Cessnock, Lake Macquarie, Maitland, Newcastle and Port Stephens LGAs.

#### Greater Sydney UDP

The Greater Sydney UDP monitors development approval and completion activity across the entire Sydney Region, with a focus on supporting greenfield development in the Western Sydney Parkland City through coordination of infrastructure provision and data sharing.

#### New regional UDPs

The NSW Government is establishing new UDPs in priority locations based on strategic need and growth pressures. Initially, UDPs are being established in the following locations:

- Central Coast
- Upper Hunter and Mid-Coast (Dungog, MidCoast, Muswellbrook, Singleton, and Upper Hunter LGAs)
- the Capital region (Queanbeyan-Palerang, Goulburn and Yass LGAs)

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## 2.3 Why are we expanding UDPs

Housing is one of NSW's most critical issues for land-use planning. In 2021, the NSW Government established the Regional Housing Taskforce to investigate regional housing issues and identify technical barriers in the planning system preventing the delivery of housing supply, including affordable housing. One of the taskforce's key findings was that constraints are preventing stakeholders from activating zoned housing land for housing delivery. Constraints and issues identified by the taskforce included:

- **Infrastructure provision and servicing coordination:** the delivery of infrastructure to support new housing was commonly cited as a major barrier in the regions, including due to funding, prioritisation and coordination issues
- **Unaddressed environmental constraints:** where issues such as biodiversity offsets or other environmental constraints such as flooding have not been resolved, latent land cannot be brought to market
- **Development feasibility:** market factors affect the best time to develop zoned land, meaning that housing delivery may be unfeasible or delayed and lag behind need.
- **Labour and materials availability:** costs are too high in some parts of regional NSW because there is a lack of skilled labour or delivering raw materials and equipment to housing land is expensive.

Regional NSW also faces challenges in planning for growth, including due to limited and fragmented housing data. UDPs have the potential to provide significant opportunities to address many of these challenges, as outlined in Table 1 below.

Table 1 How UDPs can help address common planning and delivery challenges

Challenge	How UDPs help
<b>Infrastructure provision and servicing coordination</b>	<ul style="list-style-type: none"> <li>• UDPs provide a collaborative forum for State and local government, industry and infrastructure providers to share data and analysis, align infrastructure and land-use plans, and identify local infrastructure priorities to ensure land can be developed efficiently</li> <li>• UDPs will report to the NSW Government via an interagency committee to inform infrastructure prioritisation and help ensure funding is appropriately targeted</li> </ul>
<b>Limited and fragmented housing data</b>	<ul style="list-style-type: none"> <li>• Regular and standardised audits of the housing supply pipeline will address data gaps and improve data quality</li> <li>• UDPs provide a common data framework that will improve consistency of data and data availability across different parts of NSW</li> <li>• Accessible data and dashboards will enable better monitoring of housing delivery, demand and inform strategic planning and policy direction to ensure there is adequate housing land to meet need</li> </ul>
<b>Unaddressed environmental constraints</b>	<ul style="list-style-type: none"> <li>• Regular audits to document unaddressed environmental constraints and associated delivery will:               <ul style="list-style-type: none"> <li>- improve visibility and understanding of environmental risks and constraints to inform appropriate government action</li> <li>- help ensure there is adequate zoned land supply, with consideration of how changing environmental policy and risks impacts on development suitability and feasibility</li> </ul> </li> </ul>
<b>Housing supply lags behind demand</b>	<ul style="list-style-type: none"> <li>• Detailed monitoring of housing delivery at a sub-regional and regional scale and regular audits and housing forecasts to identify potential supply issues and enable proactive government action at the state and local level</li> </ul>
<b>Labour and materials availability</b>	<ul style="list-style-type: none"> <li>• UDPs record and analyse barriers to development outside of the planning system, such as market factors, and improve understanding and visibility of the development pipeline</li> <li>• UDPs promote more efficient and orderly use of resources to support development</li> </ul>

# 3 The UDP framework for regional NSW

This section outlines the governance structure, roles and responsibilities, and key operational aspects of Urban Development Programs in regional NSW.

## 3.1 Governance

The department is implementing a common governance framework for UDP processes and operation across the state. A multi-layered governance structure, including representatives from relevant NSW government agencies, will ensure that the people with appropriate levels of decision-making authority, subject matter expertise, or local knowledge are involved to guide the operation of UDPs and ensure that the evidence and insights that UDPs provide inform actions taken to unblock housing supply. UDPs do not have a statutory role, but they will provide valuable evidence and recommendations that will inform planning and decision-making.

The following section outlines the role and membership of each governance group. Figure 4 illustrates the overall UDP governance structure.

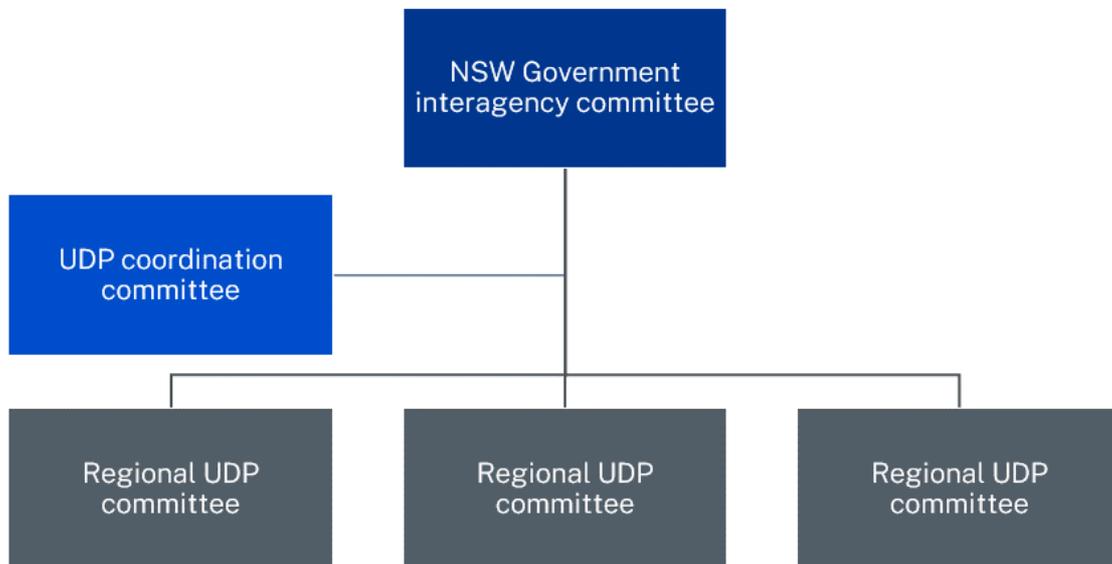


Figure 4 UDP governance framework

### NSW Government interagency committee

All regional UDPs will report to an interagency committee made up of representatives from relevant NSW state agencies. This committee will be responsible for providing whole-of-government oversight of the UDP. It will also be responsible for improving coordination and alignment among NSW Government agencies with responsibility for planning, policy development and infrastructure provision to unlock housing supply. A reporting line to the NSW Government will be established via

the interagency committee. The interagency committee will be responsible for approving and endorsing any recommendations made by the UDP.

### **Membership**

Membership is limited to NSW Government executive staff to ensure sufficient authority for decision-making.

### **UDP coordination committee**

For operational matters, all regional UDPs will report to a central UDP coordination committee within the NSW Department of Planning and Environment that will provide operational governance and strategic oversight. The objective of governance at this level is to ensure a level of consistency across all active UDPs, to manage and guide departmental resources, and to make decisions about the establishment of new UDPs. Other operational issues that cut across multiple geographic areas – such as data governance, management, and visualisation – will also be resolved at this level. The UDP coordination committee will also establish any required probity and conflict of interest controls to guide the operation of regional UDP committees.

### **Membership**

Membership will be limited to departmental staff at executive level. Resolution of issues will be delegated to officer level as needed on a case-by-case basis.

### **Regional UDP committees**

The role of regional UDP committees is to govern and oversee the UDP process, facilitate data-sharing and collaboration, and identify opportunities to remove barriers to development.

The governance objectives of the regional UDP committee are to ensure the operation of the UDP follows statewide guidance and direction from the UDP coordination committee.

The operational objectives of the regional UDP committee are to provide a forum for government and non-government stakeholders to share information about regional and local challenges to the supply of housing. Stakeholders will work collaboratively to remove barriers to housing supply. They should support the work of state and local governments in managing the supply and servicing of land for housing, in accordance with the strategic planning framework.

### **Membership**

The relevant departmental regional team will be responsible for identifying and appointing committee members. They have discretion to determine the appropriate development industry members to appoint for the regional and local context.

While membership and size may differ from region to region, it is recommended that each UDP committee comprises representatives from local government, the department, the development industry, and other relevant state agencies and infrastructure providers. In regions bordering Victoria, Queensland, and the ACT, alternative arrangements may need to be in place to allow collaboration across state borders, including with existing land monitoring and growth management frameworks.

Where development industry members are appointed, it is the responsibility of the relevant departmental regional team to manage any conflicts of interest or probity issues.

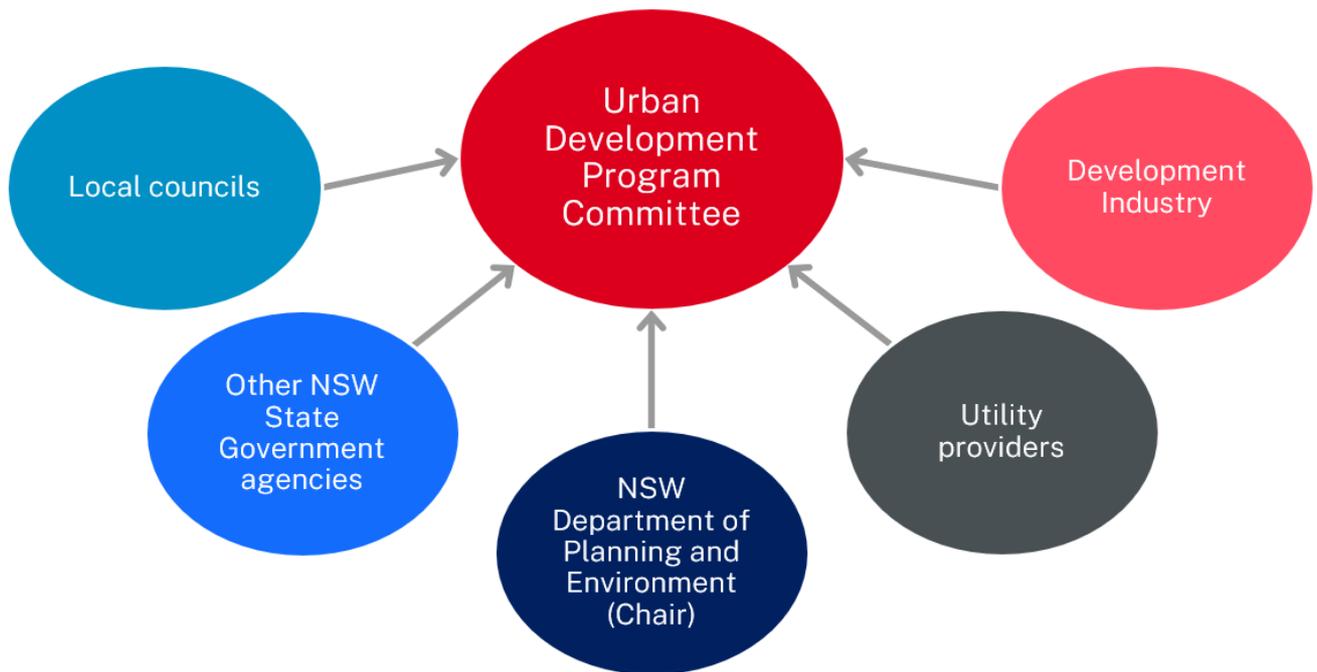


Figure 5 Urban Development Program committee membership

## 3.2 Roles and responsibilities

To operate successfully, UDPs require a shared commitment between government and non-government stakeholders to provide the necessary data, evidence, and support. Key accountabilities are summarised in Table 2 and described in detail in below.

Table 2. Key accountabilities

NSW Department of Planning and Environment	Local government	Infrastructure agencies and utility providers	Housing industry
<b>Program governance, coordination, and decision making</b>			
<ul style="list-style-type: none"> <li>Maintain governance framework and program guidance</li> <li>Program administration, coordination and facilitation</li> <li>Establishment of new UDP, including appointment of UDP committees</li> <li>Development and implementation of continuous improvement framework</li> </ul>	<ul style="list-style-type: none"> <li>UDP committee membership</li> <li>Utilise UDP insights to inform and delivery local plans and strategies</li> </ul>	<ul style="list-style-type: none"> <li>UDP committee membership</li> <li>Participation in NSW government governance and oversight groups (infrastructure agencies only)</li> <li>Utilise UDP insights to inform infrastructure plans and strategies</li> </ul>	<ul style="list-style-type: none"> <li>UDP committee membership</li> <li>Facilitate consultation with developers to inform planning</li> </ul>
<b>Evidence gathering and analysis</b>			
<ul style="list-style-type: none"> <li>Data governance and stewardship</li> <li>Develop and maintain digital tools to support data collection and analysis</li> <li>Lead and coordinate data collection and analysis, including audits</li> </ul>	<ul style="list-style-type: none"> <li>Contribute data and insights on housing demand, capacity, and development barriers, and local enabling infrastructure needs</li> </ul>	<ul style="list-style-type: none"> <li>Contribute data to help identify infrastructure needs, delivery status, delivery issues, prioritisation and sequencing</li> </ul>	<ul style="list-style-type: none"> <li>Contribute data and insights on development yield, delivery timing, housing market activity, development barriers, and infrastructure needs</li> </ul>
<b>Reporting and monitoring</b>			
<ul style="list-style-type: none"> <li>Accountable for preparation and publication of reports and monitors</li> <li>Reporting to NSW Government via the interagency committee</li> <li>Monitoring and evaluation of the success of UDPs over time</li> </ul>	<ul style="list-style-type: none"> <li>Consultation and review/ endorsement</li> </ul>	<ul style="list-style-type: none"> <li>Consultation and review/ endorsement</li> </ul>	<ul style="list-style-type: none"> <li>Consultation and review/ endorsement</li> </ul>

## 3.2.1 Detailed roles and responsibilities

### Department of Planning and Environment

The Department of Planning and Environment plays a critical support, coordination and facilitation role that helps the day-to-day operation of the UDPs. The department will establish and typically chair UDP committees, while also providing ongoing administrative and secretariat support. The department will prepare key deliverables, such as reports and dashboards, as well as reporting on recommendations and insights to government.

In addition, the department will establish and maintain the overarching framework for the operation of UDPs, provide a central coordination and steering role for the UDP program, and use data and evidence provided by regional UDPs to inform decision-making on removing barriers and unlocking development-ready land.

The department will play a lead role in supporting the rollout of UDPs, including:

- identifying priority regional locations for establishment of new UDPs
- preparation of guidance material and resource support
- ensure a consistent, comparable data and evidence base is developed across the regions to support effective decision-making
- reporting to NSW Government via the interagency committee on behalf of regional UDPs on infrastructure and priority interventions to deliver housing supply
- drive continuous improvement through regular program evaluation and investigation of ways to improve the operation of UDPs.

The department has carriage and accountability of the data, analytics, and digital tools which support UDPs. This involves developing and maintaining audit tools, databases, dashboards; collecting, storing, and processing of housing supply data; reporting and forecasting of housing supply data; and linking infrastructure data into the UDP dashboard.

The department will act as data steward to oversee and support the evidence base of regional UDPs, and facilitate broader analysis by incorporating data from other programs including NSW Population Projections, the Employment Lands Development Monitor (which is expanding to cover more parts of NSW), and the NSW Jobs Insights.

### Establishing new UDPs

The department is responsible for identifying new priority UDP locations based on strategic need. When selecting new UDP locations and identifying UDP boundaries, the department will have regard to:

- the scale of housing demand and any increases in demand because of demographic changes or other population factors, such as a sudden change in expected migration to regional centres or faster than expected population growth, which may indicate current or future housing shortages and that existing infrastructure assets and capacity need to expand
- significant increases in the spread, volume, and amount of development interest and activity such as rezoning proposals and/or development applications, which indicate that coordination

across utility providers and other stakeholders is needed to effectively prepare for housing growth and sequence enabling infrastructure investments.

- the complexity of barriers to development, including where issues such as fragmented land ownership and the management of environmental risks or constraints are delaying development delivery
- housing pressures, as indicated by measures that indicate housing stress including rental vacancies, sales price, rental, and purchase prices relative to household income
- the presence of any market failures, including a lack of diverse and affordable housing, which may indicate a greater role for state government agencies
- stakeholder support and interest to ensure there is sufficient support for stakeholders who will be participating and contributing resources, data and effort to ensure proper function of the UDP
- the most appropriate geographic boundaries for a UDP, with consideration of the extent to which stakeholders experience common housing issues, including the nature of infrastructure provision, the extent to which regional and sub-regional housing markets operate, and Functional Economic Region boundaries

Once a new regional UDP is approved by the UDP Coordination Committee, the relevant departmental regional team will establish a regional UDP committee. Unless otherwise agreed, the relevant regional planning team will establish and chair the regional UDP committee and act as its secretariat.

New UDPs are expected to take 12 to 18 months to become fully operational. Once established, the department will be responsible for progressively integrating a new regional UDP into the annual reporting cycle of the broader program and for business-as-usual activities, including ongoing resourcing commitment.

## **Local councils**

Local councils play a critical role as part of UDPs. Councils have primary responsibility for local strategic planning for housing delivery, rezoning proposals and development assessment. Local councils are therefore well placed to actively manage and monitor housing delivery within areas identified for housing growth.

Through regular audits, councils will also confirm the availability of development-ready land and any infrastructure, environmental or other constraints that are barriers to delivery.

In collaboration with industry and other stakeholders, councils will also be responsible for forward projections and identifying expectations for the rate of housing delivery over a 5-year period.

Local councils in regional NSW are often responsible for the provision of infrastructure that is critical to delivering housing supply, such as water supply and sewerage services. Greater insight into the planned sequencing of development can inform the prioritisation of capital works. This will improve the efficiency of housing delivery and ensure the benefits of investment are realised in a timelier way.

## State agencies and infrastructure providers

State agencies and infrastructure providers are responsible for delivering infrastructure and capital works critical for housing lands to progress through the pipeline.

A UDP committee's objective will be to work on improving alignment of capital works between different agencies and infrastructure providers, as well as with private developers, to ensure orderly and efficient development of land. For this to happen, the department asks infrastructure agencies to share datasets and information on capital works schedules and priorities.

State agencies and infrastructure providers can use UDPs for internal reporting and as evidence bases to better support capital work business cases and funding bids. This will allow capital works planning and delivery to be better sequenced with land use planning.

State agencies may also be responsible and accountable for exercising regulatory functions, such as environmental and planning approvals from rezonings, through to development assessments to unlock housing lands for development.

Other non-state agency utility providers, such as energy and gas providers, may need to be involved in UDP committees. Because of their role outside government, there may be additional confidentiality and commercial sensitivity considerations to manage.

## Housing industry

Housing industry peaks and providers are to share information on ownership, staging, home yields, home take-up, market appetite and sequencing of housing land development. Housing industry providers are also expected to identify and communicate barriers to progressing housing land through to housing occupations. They should also proactively consult and work with NSW Department of Planning and Environment, local government and with relevant NSW government agencies to progress housing lands through the relevant approval processes in accordance with applicable legislation.

Appropriate levels of UDP committee participation will depend on the unique circumstances of each region. Probity and commercial sensitivity considerations will need to be managed.

### 3.3 Operation

UDP programs operate on an annual cycle to monitor land stock, dwelling supply and any housing delivery issues. On an annual basis, each regional UDP will produce 4 key deliverables:

1. an audit of the housing supply pipeline and Audit Data Report that summarises key audit findings
2. an annual Housing Land Monitoring Statement (HLMS) that builds on the audit findings, other housing data, and government and industry insights to provide analysis and a shared understanding of land supply and development activity, infrastructure needs, delivery issues and year on year performance and trends, including monitoring against any relevant regional plan benchmarks or targets
3. a dashboard and database that provides accessible data and insights across key housing measures
4. regular UDP committee meetings to foster collaboration and coordination between government and industry, and inform infrastructure planning and government planning and policy at a local and state level

Figure 6 summarises how the framework will operate over an annual cycle.

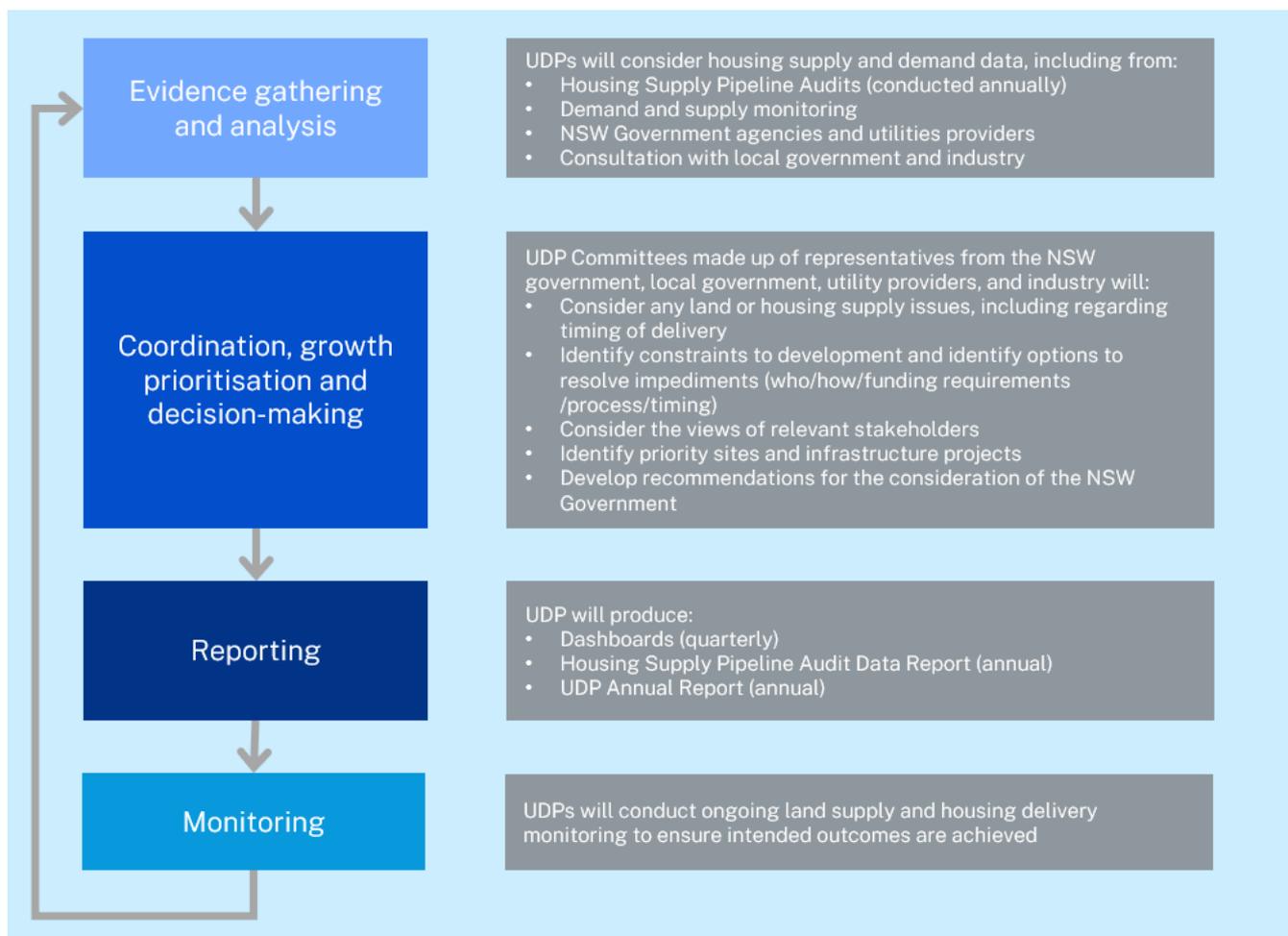


Figure 6 Urban Development Program framework

### 3.3.1 Evidence gathering and analysis

UDPs will regularly collect a range of data across various indicators to monitor land and dwelling supply and inform decision-making. This will include data on:

- Population and housing demand
- Housing land supply and capacity
- Planning decisions and approvals, including by dwelling type and location
- Construction activity, including development commencements and current and forecast completions across both greenfield and infill development by dwelling type and location
- Environmental factors and constraints impacting development
- Housing market activity and trends, including sales, rents and vacancy rates
- Infrastructure capacity and needs
- Infrastructure delivery and site servicing activity

#### Housing Supply Pipeline Audit

Annual audits of housing lands, known as Housing Supply Pipeline Audits, will be a key source of housing data for UDPs. These audits will provide fine grain information on:

- the location, amount, and capacity of residential land in UDP areas
- the extent and level of environmental constraints affecting future housing lands
- the current status of that land in the planning system and the expected timing that land will become 'development-ready'
- infrastructure constraints and needs and the status of infrastructure projects to enable development

The department is piloting a new audit approach in select locations that, once tested and reviewed, will be implemented as the standard approach across all regional UDPs. This standardised method will collect both quantitative and qualitative data and allow the department to aggregate data and insights from different UDP areas to provide a better statewide understanding of housing land availability and development activity.

The department will progressively develop digital tools for UDPs to support data collection and automation. The department will develop and maintain a central data repository for the audit that will:

- ensure data is properly structured and captured across multiple jurisdictions and auditors
- ease the burden of auditing by using modern data management technologies and techniques
- enable year-on-year comparisons, geographic benchmarking (for example comparison of development-ready lands between LGAs), and performance monitoring.
- The audit methodology and associated digital tools will also be made available for use by local government to inform local strategic planning in areas where UDP are not in operation

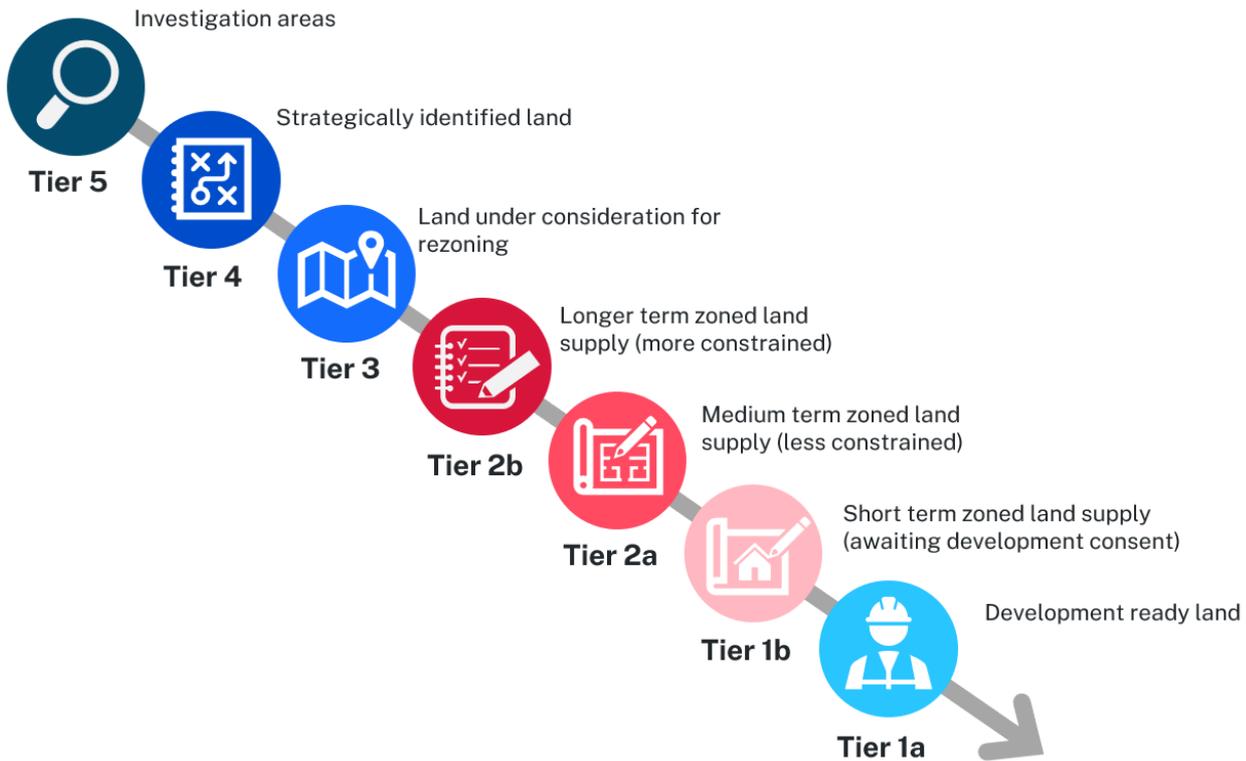
Figure 7 below shows the key steps in the audit process.



Figure 7 Housing Supply Pipeline Audit steps

As part of the audit, housing land will be categorised based on its status in the housing supply pipeline. These categories are shown in Figure 8 below. This will allow UDPs to monitor:

- whether development ready land supply is adequate to meet short term housing needs
- whether zoned land supply is adequate to meet future needs over the medium and longer term
- how quickly land progresses through the planning system and when zoned land capacity can be expected to be realised
- barriers to the delivery of housing, including when these are resolved or if further intervention is needed



Estimated 10 to 15 years of zoned housing land supply, including development ready land, required at any given time  
 Figure 8 Housing Supply Pipeline categories

### 3.3.2 Coordination, growth prioritisation and decision making

UDP committees will meet regularly to steer lands through the pipeline through a coordinated approach. The terms of reference for a regional UDP committee may differ from region to region, but committees will have the following minimum responsibilities:

- provide and evaluate data on residential land supply, housing completions and forecast housing completions, with reference to relevant housing targets, benchmarks, and objectives
- identify any barriers that might prevent or delay the supply of residential land and housing and suggest solutions to overcome these
- identify opportunities that accelerate the supply of land and housing and suggest initiatives, including advice on timing and sequencing of land release, which may create additional housing land supply to meet housing demands
- identify infrastructure requirements and suggest prioritisation for land and housing supply growth and provide advice to the NSW Government, as required, on the growth implications of the approval and construction of prioritised infrastructure
- provide advice to the Department of Planning and Environment and NSW Government, as required, on the implications of rezonings and the approval of land release subdivisions
- review and endorse housing land monitoring statements and other UDP reports

As needed, the regional UDP committee may establish sub-working group(s) to tackle local issues or more complicated elements that require deeper subject matter expertise. For example, the Greater Sydney UDP has established a Greenfield Data Working Group that focuses on data-sharing and

collection. Sub-working groups allow subject matter experts to address and solve problems and may only exist for a short time to solve a particular problem or work on a solution.

## Growth prioritisation

A key responsibility of the UDP committee is to inform growth prioritisation. Providing infrastructure and services to support growth is resource and cost intensive and coordinating the delivery of infrastructure to support new growth areas is highly complex, particularly where land ownership is fragmented, or a region has multiple growth fronts or a large number of smaller sites. Each type of enabling infrastructure has different lead times and levers for funding and delivery, which means poor coordination between government, utility providers and industry can lead to bottlenecks for development. The delivery of supporting infrastructure such as schools, parks and green open spaces, community infrastructure and health facilities also require detailed planning and coordination and each has their own funding and delivery processes.

UDP committees provide a forum to coordinate and align activities across different levels of government with input from industry to help ensure that infrastructure is delivered efficiently and in alignment with strategic need. For UDP committees, growth prioritisation involves weighing up development sites having regard to potential yield, timing and costs of servicing land with infrastructure, resolution of environmental issues, timing and feasibility for developing sites, considering the need for trade-offs, and identifying a preferred delivery sequence for development of sites and delivery of infrastructure that aligns with strategic objectives. Analysis and discussion at regional UDP committees will be essential to ensure the nuances of specific sites are well understood.

UDP committees may inform decision making through:

- **Identifying quick wins** by identifying sites with a small number of constraints that are relatively easily mitigated, or a small number of enabling infrastructure issues to be resolved.
- **Identifying key pieces of infrastructure** that may unlock multiple development sites. These may be large or complex projects that requires coordination across agencies.
- **Analysing cost effectiveness** to compare the cost of unlocking sites with the number of homes they could potentially supply. A complex and highly constrained site with the potential to deliver many homes may be prioritised ahead of a site with fewer constraints but much smaller housing yield.
- **Assessing baseline infrastructure** to better understand current servicing provisions and capacity and to provide benchmark for assessing future outcomes.
- **Undertaking scenario testing** to model different infrastructure delivery options and development outcomes and understand the performance of different scenarios against strategic objectives.

### 3.3.3 Reporting and monitoring

UDP will publish regular reports and data outputs in a variety of formats as identified below.

#### Dashboards

UDP dashboards are an accessible digital tool that bring together data captured through the annual housing supply pipeline audit process along with other relevant data and indicators, such as population projections, development approvals, housing completions and market trends, that will be updated on an ongoing basis to provide regular insights.

Dashboards will enable:

- improved data access
- better oversight of regional housing supply and trends
- evidence-based monitoring, policy development and decision-making, including strategic planning and government investment decisions.

The department will make datasets presented on the UDP dashboard available to industry and councils to help their longer-term strategic planning and investment decision-making. Where appropriate, the outputs of the UDP will align with the NSW Government Open Data Policy. This will allow public access and create opportunities to build upon the data collected and create new research and insights. The department will put in place data-sharing agreements with UDP member organisations that stipulate what is suitable for publication and what is for internal analysis only.

UDP dashboards may vary from location to location based on local data availability. The department will work to improve dashboards over time, based on regional needs, and advances in data and technology.

#### Centralised residential land spatial database

Through the housing supply pipeline audit, UDPs will collect a wealth of data on housing supply and development activity. This will be aggregated into a central database to ensure that data is categorised and formatted in a standardised way, improving data quality and enabling aggregation, analysis and interoperability across regional UDPs.

#### Audit data statement

The department will produce annual audit data statements for each UDP location that summarises the result of the housing supply pipeline audit. These will be published on the department's website, with high level insights and spatial information captured on the UDP dashboard. Data statements will include the following information:

- Background and context for the audit, including information on the timing and scope of data collection and the data sources used
- Housing supply pipeline summary, including an assessment of the capacity of zoned and development ready land supply to meet housing needs
- A site audit summary, including summaries of the status of significant sites and constraints identified through the audit

- Data tables (note: the level of detail in data statement may vary, including where data collected is sensitive in nature and not suitable for publication)

## Housing Land Monitoring Statement

Each UDP will publish an annual Housing Land Monitoring Statement that will give an assessment of land supply, programmed or forecast development, and key housing delivery issues. The statement will be prepared by the department in consultation with stakeholders and endorsed by the UDP Committee prior to publication on the department's website.

Housing land monitoring statement(s) will compile and analyse a wide range of data, including qualitative analysis. They will present the outcomes of the housing land audits and provide analysis, contextual information, and evidence to outline barriers to development within the pipeline and how projected housing supply is matched to patterns of current and future demand.

The reports will generally address:

- Purpose of audits and housing land monitoring statement
- Data analysis and audit outcomes
  - Housing demand and supply trends
  - Housing market trend
  - Future housing land
    - Local housing needs and implied dwelling demands
  - Housing land supply and indicative housing dwelling supply
  - housing supply pipeline to address local housing needs
- Benchmarking and performance monitoring
  - comparative assessments and overall performance monitoring compared to, for example:
    - geographies (LGAs, regions and/or state average)
    - across time (for example, year on year)
    - prediction and trend-setting analysis using the databank of evidence collected
- Development barriers
  - Identification of barriers to development and the associated parties with the ability to influence these
- Governance and implementation
  - targeted interventions to remove barriers and help progress housing lands through the pipeline
  - strategic justification for investment and prioritisation of infrastructure to service lands identified as being in the pipeline.

The data that underpins housing monitoring statements will generally be consistent across UDPs, although analysis and exact content will vary to reflect local issues and data availability may vary.

# 4 Continuous improvement

The department will establish and coordinate a program of continuous improvement to identify efficiencies, evaluate existing approaches, and find opportunities to improve processes and procedures to ensure that UDPs are operating effectively, providing the expected benefits, and are responsive to the needs of stakeholders

The department recognises that it will take time for individual UDPs to be established and mature to a point at which they are functioning optimally. There will also be opportunities to refine the UDP framework and supporting tools to ensure UDPs are well supported to perform their functions.

The department will prepare a continuous improvement plan in consultation with stakeholders. Focus areas for improvement may include:

- strengthening alignment and integration of land use and infrastructure planning activities
- investigation of data and technology improvements to drive efficiencies and support evidence-based decision-making including integration with the NSW Planning Portal, automation, and digital tools
- additional guidance on how UDPs can inform and support infrastructure prioritisation and sequencing decisions
- testing and refinement of the audit methodology to improve data quality
- investigation of how UDPs can best support of a broader range of housing outcomes including affordability and diversity
- reviewing UDP processes to better support development and activation of Local Aboriginal Land Council land holdings

The department will undertake regular reviews of the framework, including reviews of the operation of individual UDPs. Findings and recommendations from individual reviews will feed back into a continuous improvement plan that will support the delivery of improvements across the state.