



INDEPENDENT PLANNING COMMISSION

ANNUAL INFORMATION STATEMENT

2024-2025

ACKNOWLEDGEMENT OF COUNTRY

The Independent Planning Commission acknowledges and pays respect to all the Traditional Custodians and their Nations of NSW. The Commission recognises and acknowledges that the Traditional Custodians have a deep cultural, social, environmental, spiritual, and economic connection to their lands and waters.

Letter of transmittal

The Hon. Paul Scully MP
Minister for Planning and Public Spaces
Parliament House
Sydney NSW 2000

Dear Minister

I am pleased to submit to you for presentation to the NSW Parliament an Annual Information Statement for the Independent Planning Commission (Commission) for the 2024-25 reporting year, in satisfaction of the following statutory requirements:

- an Annual Information Statement in satisfaction of the annual reporting provisions at Division 7.3 of the *Government Sector Finance Act 2018* and TPG25-10b *Group 2 Annual Information Statement*; and
- an annual report on the operations of the Commission under clause 7(1) of Schedule 2 to the Environmental Planning and Assessment Act 1979.

The Commission has self-assessed as a group 2 agency in accordance with TPG25-10 *Framework for Financial and Annual Reporting*.

As the Office of the Independent Planning Commission (**OIPC**) is a 'small controlled agency' within the meaning of clause 15A of the *Government Sector Finance Regulation 2014* (**GSF Regulation**) and a 'special purpose staff agency' within the meaning of clause 18 of the GSF Regulation, the OIPC is not required to prepare a Financial Information Return under TPG25-10 *Framework for Financial and Annual Reporting*.

I would like to acknowledge the service of Professor Neal Menzies AM and Ms Janett Milligan who have each served as Deputy Chairs of the Commission during the 2024-25 reporting period.

Although an independent body, the Commission relies on the hard work of the staff of the OIPC, officers of the Department of Planning, Housing and Infrastructure (**Department**) and the stakeholders who participate in the Commission's processes. I would like to acknowledge their work and – particularly to the people who voluntarily make submissions to the Commission – thank them for their contribution.

Yours sincerely

Andrew Mills

Chair, Independent Planning Commission

28 October 2025

Contents

1. Overview	1
2. Strategy	1
<u> </u>	
3. Operations and Performance	1
3.1 State significant development determinations	2
3.2 Gateway and Rezoning Reviews	3
3.3 Qualitative performance	3
4. Management and Accountability	5
4.1 Constitution of the Commission	5
4.2 Management and structure of the OIPC	7
4.3 Consultants	8
4.4 Requirements arising from employment arrangements	8
4.5 Privacy and personal information	9
4.6 Government Information (Public Access) Act 2009	9
4.7 Internal audit and risk management policy attestation	9
4.8 Risk management activities	9
5. Sustainability	10
5.1 Disability inclusion action plan	10
5.2 Modern Slavery Act 2018 reporting	10
5.3 Workforce diversity	10
6. Financial performance	12
7. Appendices	13
7.1 Audited financial statements	14
7.2 Commissioner biographies	40
7.3 List of cases completed in 2024-25	53

1. Overview

The purpose of the Independent Planning Commission (**Commission**) is to fulfill its statutory functions according to law. Those statutory functions are principally to:

- determine State significant development applications where there is significant opposition from the community (50 or more public objections), where a local Council of the area in which the application is situated objects to the application, or where the applicant has made a disclosable political donation;
- conduct public hearings for development applications and other planning and development matters: and
- provide independent expert advice on any planning related matter, when requested by the Minister for Planning and Public Spaces (Minister) or the Planning Secretary.

The principal legislation administered by the Commission is the *Environmental Planning & Assessment Act 1979* (**EP&A Act**).

The Commission is established under section 2.7 of the EP&AAct.

2. Strategy

The Commission is a NSW Government agency with defined functions and no role beyond those defined functions. Each of the functions is linked to performance measures (set out at Section 3.3 of this Annual Information Statement). The Commission's strategic objective is to deliver on its statutory functions in a manner that achieves the performance measures set by the Minister.

3. Operations and Performance

In 2024-25, the Commission worked on a total of 36 cases. Of those 36 cases, 31 were completed in the 2024-25 reporting period and five carried through into the 2025-26 reporting period.

The completed cases comprised:

- · twenty development applications
- three modification applications
- · six requests for advice on planning proposals
- two Mining and Petroleum Gateway Certificates.

The 23 development applications and modification applications related to:

- five resource (mining and quarrying) cases
- six urban development cases
- two seniors housing development cases
- · two hospitals and health development cases
- seven renewable development case
- one industrial development case.

The Commission scheduled 15 public meetings (of which 11 public meetings were held and four cancelled due to low numbers of registrations to speak) and held no public hearings during the reporting period. See Appendix 7.3 for details of the Commission's 2024-25 cases.

3.1 State significant development determinations

During the 2024-25 reporting period the Commission was expected to meet the following timeframe KPIs for determinations:

- 32 calendar days for routine determinations (with no scheduled public meeting or hearing) and modifications with political donations
- 50 calendar days for determinations subject to a public meeting
- 84 calendar days (12 weeks) for determinations subject to a public hearing.

KPI timeframes are calculated as an average of the time taken to complete cases of each case type for the previous 12 months. The timeframe for each case starts from the date the Department of Planning, Housing and Infrastructure provides their Assessment Report to the Commission until the date the Commission determines the case, less any time the Commission is awaiting further information that it has requested from the Department or the applicant. The period from 20 December to 26 January each year is also excluded from the Commission's determination timeframes.

In 2024-25, the Commission met the stipulated timeframes and completed:

- Eight routine determinations within an average time of 22 days (38 days without timing exclusions)
- 15 determinations subject to a scheduled public meeting within an average time of 38 days (91 days without timing exclusions). In four cases, the scheduled public meeting did not go ahead due to low numbers of speaker registrations.

Figure 1 overleaf shows the Commission's processing times for each determination category as a 12-month rolling average.

100 90 80 70 60 days KPI: 50 days 50 40 KPI: 32 days 30 38 38 20 days days days 10 Case time, excluding the Christmas shutdown and any time the Commission has requested and is awaiting further information Total case processing time

Figure 1: IPC case processing times 1 July 2024 – 30 June 2025

3.2 Gateway and Rezoning Reviews

When undertaking Gateway and Rezoning Reviews, the Commission is expected to provide its advice to the Planning Secretary within 35 calendar days. This timeframe excludes time where the Commission has requested and is awaiting further information from the Department, the local council or a proponent.

The Commission met this KPI by completing six requests for advice in 2024-25 within an average processing time of 33 days.

3.3 Qualitative performance

In line with the Minister's Statement of Expectations, the Commission monitors its performance from a qualitative perspective, including consideration of stakeholder feedback about its independence, transparency, and accessibility.

Each of the three characteristics of independence, transparency and accessibility are supported by the Commission's practices, procedures and published policies. These include:

- robust conflict of interest procedures to manage and proactively disclose any actual, potential
 or perceived conflicts of interest on the part of Commission members appointed to Panels;
- a *Transparency Policy* that requires the Commission to proactively publish almost all case-related documents, including transcripts or notes of external meetings, on its website;
- plain-English policies covering every aspect of the Commission's work that are available on the Commission's website:

- a highly accessible website that was significantly upgraded for greater accessibility and transparency in the reporting period; and
- a *Community Participation Plan* that accommodates the greatest number of interested participants in the Commission's processes.

Stakeholder feedback on the Commission's independence, transparency and accessibility was provided through participant surveys of speakers at public meetings held in 2024-25:

	% agree strongly or somewhat	% neither agree nor disagree	% disagree strongly or somewhat	N/A
Independence				
Commissioners are independent	43%	38%	13%	6%
Transparency				
Processes are transparent	59%	22%	17%	1%
Discussions with stakeholders are transparent	57%	29%	13%	1%
Conflicts of interest are dealt with transparently	43%	41%	14%	1%
Accessibility				
Processes could be understood	81%	12%	7%	-
Website information is easy to find	74%	14%	12%	-
Materials published in time for submitters to consider	61%	14%	22%	3%
Opportunities for community input are provided	83%	6%	12%	-
Any changes to timeframes are explained	67%	14%	13%	6%

During the reporting period, the Commission continued its process of undertaking targeted consultation and engagement with key industry and community stakeholders to seek feedback on what the Commission is doing well and what it could do better to build community confidence in its planning decisions.

The Minister's Statement of Expectations also requires the Commission to examine the legal robustness of its determinations. Legal proceedings resolved in 2024-25 in which the Commission was a party are set out below. One litigation outcome in the 2024-25 reporting year found error in the Commission's decision to grant consent to the Bowdens Silver Project. The Court of Appeal found that the Commission had failed to consider the impacts of an electricity transmission line that would provide power to the mine and consequently declared the Commissions grant of consent void and of no effect.

Litigation outcomes 2024-25 in order of resolution

Outcome date	Case	Project	Type of appeal	Court	Outcome
16 August 2024	Bingman Catchment Landcare Group Incorporated v Bowdens Silver Pty Ltd [2024] NSWCA 205	Bowdens Silver Project	Judicial review	Court of Appeal	Appeal upheld
19 August 2024	Denman Aberdeen Muswellbrook Scone Healthy Environment Group Incorporated (INC2200560) v MACH Energy Australia Pty Ltd and Anor [2024] NSWLEC 86	Mount Pleasant Optimisation Project	Judicial review	LEC	Appeal dismissed (NB: decision overturned in 2025-26 reporting year)
28 March 2025	Eagleton Rock Syndicate Pty Ltd v Independent Planning Commission (328102 of 2024)	Eagleton Quarry Project	Merit appeal	LEC	Appeal discontinued

4. Management and Accountability

The accountable authority of the Commission during the 2024-25 reporting year was the Chair of the Commission. Mr Andrew Mills.

Under Part 3 of Schedule 1 to the Government Sector Employment Act 2013, the Chair of the Commission is also the head of agency for the OIPC, which is a group 3 reporting agency by virtue of being:

- a 'small controlled agency' within the meaning of clause 15A of the GSF Regulation; and
- a 'special purpose staff agency' within the meaning of clause 18 of the GSF Regulation.

Accordingly, under part 2.6 of TPG25-10b, the Commission also reports on the employment arrangements of the OIPC.

4.1 Constitution of the Commission

Members of the Commission are appointed by the Minister. Members are appointed for terms of up to three years and cannot serve more than six years in total (unless the Minister extends to member's term of office for the purpose of enabling the member to complete a function as a member after the time that the term would otherwise end).

In the reporting period, three Commissioners concluded their term with the Commission, and four Commissioners were appointed. As at 30 June 2025, there were 20 Commissioners, 55% of whom were female. See Appendix 7.2 for more information on Commissioners.

Commissioners who served between 1 July 2024 and 30 June 2025

Commissioner	Date of first appointment	End of term during reporting period
Mr Andrew Mills, Chair	20 February 2023 (as a member) 28 March 2024 (as Chair)	-
Mr Terry Bailey	4 May 2021	-
Professor Snow Barlow	25 July 2018 Extended for 1 year on 21 July 2024	-
Mr Michael Chilcott	1 October 2023	-
Professor Alice Clark	25 July 2018 Extended for 1 year on 21 July 2024	-
Dr Sheridan Coakes	4 May 2021	-
Ms Sarah Dinning	20 November 2024	-
Dr Bronwyn Evans AM	20 February 2023	-
Ms Suellen Fitzgerald	1 August 2023	-
Ms Juliet Grant	4 May 2021	-
Mr Ken Kanofski	20 February 2023	-
Ms Wendy Lewin	26 July 2018	25 July 2024
Ms Alison McCabe	20 February 2023	-
Mr Duncan Marshall AM	1 August 2023	-
Professor Neal Menzies AM	17 July 2022	-
Ms Janett Milligan	20 February 2023	-
Ms Alexandra O'Mara	20 November 2024	-
Mr Richard Pearson	1 August 2023	-
Ms Shelley Penn AM	20 November 2024	-
Mr Adrian Pilton	26 July 2018	25 July 2024
Mr Simon Smith	20 November 2024	-
Ms Clare Sykes	19 July 2022	-
Professor Elizabeth Taylor AO	1 August 2023	-
Mr Chris Wilson	26 July 2018	25 July 2024
Mr Michael Wright	1 August 2023	-

4.1.1 Constitution of the Mining and Petroleum Gateway Panel

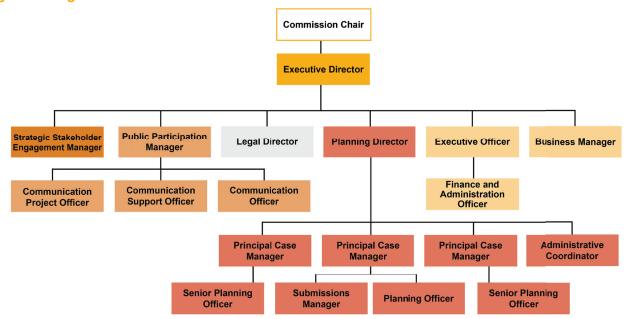
The Mining and Petroleum Gateway Panel is a subcommittee of the Independent Planning Commission that conducts Gateway assessments and issues Gateway certificates for proposed mining and petroleum developments.

Members of the Mining and Petroleum Gateway Panel who served between 1 July 2024 and 30 June 2025

Gateway Panel Member	Key area of expertise
Professor Neal Menzies (Chair)	Agriculture and soil science
Professor Ian Anderson	Agriculture and soil science
Dr Clinton Foster PSM	Petroleum Geology and Exploration
Mr Hugh Middlemis	Hydrogeology
Dr Catherine Moore	Hydrogeology
Dr Glen Walker	Hydrogeology

4.2 Management and structure of the OIPC

Figure 2: Organisation chart as at 30 June 2025



4.2.1 Non-executive employees

The table below shows the number of non-executive staff employed by the OIPC by category as at the end of the 2024-25 reporting period compared to the previous years.

Category	2024-25	2023-24	2022-23
Ongoing	8	8	11
Temporary	8	9	3
TOTAL	16	17	14

4.2.2 Numbers and remuneration of senior executives

The Commission does not have any employees, except as employed through the OIPC in its capacity as the staffing agency for the Commission.

The tables below show the number of Public Service Senior Executives employed by the OIPC at the end of the last reporting year and their average remuneration. This data is based solely on senior executives in their substantive role and band level.

	2024-25					2023-24	
	Male	Female	Not stated	Total	Male	Female	Total
Band 4 (Secretary)	0	0	0	0	0	0	0
Band 3 (Deputy Secretary)	0	0	0	0	0	0	0
Band 2 (Executive Director)	0	1	0	1	0	1	1
Band 1 (Director)	1	0	1	2	2	1	3

	Range (\$)	Average Remuneration 2024-25	Average Remuneration 2023-24
Band 4 (Secretary)	-	-	-
Band 3 (Deputy Secretary)	-	-	-
Band 2 (Executive Director)	\$297,251 - \$373,950	\$328,318	\$328,318
Band 1 (Director)	\$237,037 - \$239,287	\$238,162	\$229,182

25.3% of OIPC employee-related expenditure in 2024-25 was related to Senior Executives compared to 30.8% in the 2023-24 reporting period.

4.3 Consultants

No consultants within the meaning of PBD-2023-05 *Engagement of professional services suppliers* were engaged or on behalf of the Commission during the reporting period.

4.4 Requirements arising from employment arrangements

All employees of the OIPC were involved in the provision of personnel services to the Commission during the 2024-25 reporting year.

4.5 Privacy and personal information

The Commission complies with the requirements of the *Privacy and Personal Information Protection Act 1998* (**PIPP Act**) through implementation of its publicly available *Privacy Statement* and related policies.

The *Privacy Statement* requires the Commission and OIPC to uphold and respect the privacy of anyone about whom it holds personal information. The Statement also acts as a reference tool for staff to best meet privacy obligations under the PIPP Act.

No internal review was conducted by or on behalf of the Commission or the OIPC under Part 5 of the PIPP Act.

4.6 Government Information (Public Access) Act 2009

The Government Information (Public Access) Act 2009 (GIPA Act) requires agencies to provide access to government information and encourages proactive release of such information. The Commission operates at a high level of transparency and the Commission's Transparency Policy sets out in detail all government information proactively released by the Commission and OIPC.

The Commission received one access application under the GIPA Act during 2024-25 in respect of which all information was unconditionally released to the applicant under section 8 of the GIPA Act.

The application was made by a member of the public through their legal representative and did not seek any personal information. The access application was decided within six days of receipt. There was no application for review under Part 5 of the GIPA Act and no application was transferred to another agency under Division 2 of Part 4 of the GIPA Act.

4.7 Internal audit and risk management policy attestation

On 21 May 2024 the NSW Treasury confirmed the continuation of a small agency exemption for the IPC from the requirements of TPP 20-08 Internal Audit and Risk Management Policy for the General Government Sector.

Accordingly, the Commission is exempt from the requirements to:

- comply with the core requirements of TPP 20-08
- · attest compliance, and
- include the Attestation Statement in the Commission's annual reporting information.

4.8 Risk management activities

The Commission's internal risk management program helps to ensure a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.

The Commission's Risk and Compliance Committee meets quarterly and is chartered to advise the

Chair of the Commission in discharging the Commission's governance responsibilities (including the Chair's governance of the OIPC), specifically through oversight of a risk management framework and risk register and monitoring of compliance.

This includes identification of appropriate risk profiles and compliance with all relevant laws, codes, Ministerial expectations and directions, Commission policies and procedures, and community expectations of timeliness, probity, and transparency.

The Risk and Compliance Committee:

- reviews the risk register against achievement of the Commission's objectives and performance indicators
- reviews risk amelioration activities and the Commission's risk tolerance/appetite
- · monitors compliance with relevant legislation, policies and processes
- monitors emerging risks and consider potential responses
- · recommends improvements to the management and treatment of risks
- recommends improvements to ensure compliance with relevant legislation, policies and processes.

5. Sustainability

5.1 Disability inclusion action plan

The Commission is supportive of the NSW Government's commitment to building an inclusive and equitable community and supporting the fundamental right of choice for people with disability. Providing inclusive services, information and workplaces is part of the Commission and OIPC's core business.

The Commission (and the OIPC) is guided by the principles in the Commission's Diversity Policy.

5.2 Modern Slavery Act 2018 reporting

The Commission operates under the Department of Planning, Housing and Infrastructure's procurement framework as the Department provides services to the Commission. All *Modern Slavery Act 2018* requirements are managed through this framework. For further information please see the Department of Planning, Housing and Infrastructure's Annual Report.

5.3 Workforce diversity

The Commission, through its staffing agency the OIPC, is committed to building a positive and diverse workplace that is free of discrimination.

The Commission's *Diversity Policy* seeks to widen the Commission's and the OIPC's decision making and service delivery skills, capabilities, and insights, in accordance with the NSW Government's commitment to workforce diversity in the NSW public sector.

5.3.1 Trends in the representation of workforce diversity groups

Workforce Diversity Group	Benchmark	2023	2024	2025
Women	50.0%	59%	62%	58%
Aboriginal and/or Torres Strait Islander People	3.3%	0%	0%	0%
People whose First Language Spoken as a Child was not English	23.2%	0%	5%	5%
People with Disability	5.6%	6%	5%	7%
People with Disability Requiring Work-Related Adjustment	N/A	6%	0%	0%

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

Note 2: The NSW Public Sector Aboriginal Employment Strategy 2019–2025 takes a career pathway approach in that it sets an ambitious target of 3% Aboriginal employment at each non-executive grade of the public sector by 2025.

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

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

Note 5: A Distribution Index score of 100 indicates that the distribution of members of the Workforce Diversity group across salary bands is equivalent to that of the rest of the workforce. A score less than 100 means that members of the Workforce Diversity group tend to be more concentrated at lower salary bands than is the case for other staff. The more pronounced this tendency is, the lower the score will be. In some cases, the index may be more than 100, indicating that members of the Workforce Diversity group tend to be more concentrated at higher salary bands than is the case for other staff.

Note 6: The Distribution Index is not calculated when the number of employees in the Workforce Diversity group is less than 20 or when the number of other employees is less than 20.

5.3.2 Trends in the distribution index for workforce diversity groups

Workforce Diversity Group	Benchmark	2023	2024	2025
Women	100	N/A	N/A	N/A
Aboriginal and/or Torres Strait Islander People	100	N/A	N/A	N/A
People whose First Language Spoken as a Child was not English	100	N/A	N/A	N/A
People with Disability	100	N/A	N/A	N/A
People with Disability Requiring Work-Related Adjustment	100	N/A	N/A	N/A

Note 1: A Distribution Index score of 100 indicates that the distribution of members of the Workforce Diversity group across salary bands is equivalent to that of the rest of the workforce. A score less than 100 means that members of the Workforce Diversity group tend to be more concentrated at lower salary bands than is the case for other staff. The more pronounced this tendency is, the lower the score will be. In some cases, the index may be more than 100, indicating that members of the Workforce Diversity group tend to be more concentrated at higher salary bands than is the case for other staff.

Note 2: The Distribution Index is not calculated when the number of employees in the Workforce Diversity group is less than 20 or when the number of other employees is less than 20.

6. Financial performance

See audited financial statements at Appendix 7.1.

17. Appendices

Appendix 7.1 Audited financial statements



INDEPENDENT AUDITOR'S REPORT

Independent Planning Commission

To Members of the New South Wales Parliament

Opinion

I have audited the accompanying financial statements of Independent Planning Commission (the Commission), which comprise the Statement by the accountable authority, the Statement of comprehensive income for the year ended 30 June 2025, the Statement of financial position as at 30 June 2025, the Statement of changes in equity and the Statement of cash flows for the year then ended, and notes to the financial statements, including a Statement of material accounting policies and other explanatory information of the Commission and the consolidated entity. The consolidated entity comprises the Commission and the entity it controlled at the year's end or from time to time during the financial year.

In my opinion, the financial statements:

- have been prepared in accordance with Australian Accounting Standards and the applicable financial reporting requirements of the Government Sector Finance Act 2018 (GSF Act), the Government Sector Finance Regulation 2024 (GSF Regulation) and the Treasurer's Directions
- presents fairly the financial position, financial performance and cash flows of the Commission and the consolidated entity.

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

Basis for Opinion

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

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

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

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

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

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

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

Level 19, Darling Park Tower 2, 201 Sussex Street, Sydney NSW 2000 GPO Box 12, Sydney NSW 2001 | t 02 9275 7101 | mail@audit.nsw.gov.au | audit.nsw.gov.au

Chair's Responsibilities for the Financial Statements

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

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

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

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/media/apzlwn0y/ar3_2024.pdf. The description forms part of my auditor's report.

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

- that the Commission and the consolidated entity carried out their activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- $\bullet \qquad \text{about any other information which may have been hyperlinked to/from the financial statements.}\\$

Min Lee

Director, Financial Audit

Delegate of the Auditor-General for New South Wales

14 October 2025

SYDNEY

Independ	ent Planning C	Commission		
Financial Stat				
	nded 30 June 2025			

Independent Planning Commission | Annual Information Statement 2024-2025

Table of contents

Statement by the accountable authority	3
Statement of comprehensive income	4
Statement of financial position	5
Statement of changes in equity	6
Statement of cash flows	7
1. Statement of material accounting policies	8
2. Expenses excluding losses	9
3. Revenues	11
4. Prior period errors	12
5. Current assets - cash and cash equivalents	14
6. Current assets - receivables	15
7. Property, plant and equipment	15
8. Intangible assets	17
9. Current liabilities - payables	18
10. Current/non-current liabilities - provisions	18
11. Commitments	20
12. Contingent assets and contingent liabilities	20
13. Reconciliation of cash flows from operating activities to net result	20
14. Financial instruments	21
15. Related party disclosures	23
16 Events after reporting date	24

Independent Planning Commission Statement by the accountable authority For the year ended 30 June 2025

Pursuant to section 7.6(4) of the Government Sector Finance Act 2018 ('GSF Act'), I state that these financial statements:

- have been prepared in accordance with the Australian Accounting Standards and the applicable requirements of the GSF Act, the *Government Sector Finance Regulation 2024* and the Treasurer's directions, and
- present fairly the Independent Planning Commission's financial position, financial performance and cash flows.

Chair: Andrew Mills

Date: 12 October 2025

Beginning of the financial statements

Independent Planning Commission Statement of comprehensive income for the year ended 30 June 2025

Expenses excluding losses	Notes	Consolidated 2025 \$000	Parent 2025 \$000	Restated Consolidated 2024 \$000	Restated Parent 2024 \$000
Operating expenses					
Employee related expenses	2(a)	3,779	-	3,237	-
Personnel services expenses	2(a)	-	3,779	-	3,237
Other operating expenses	2(b)	3,136	3,136	2,863	2,863
Depreciation and amortisation	2(c)	460	460	394	394
Total expenses excluding losses		7,375	7,375	6,494	6,494
Revenue					
Grants and contributions	3(a)	6,800	6,800	6,000	6,000
Acceptance by the Crown of employee benefits	3(b)	71	71	27	27
Other income	3(c)	131	131	12	12
Total revenue		7,002	7,002	6,039	6,039
Net result		(373)	(373)	(455)	(455)
Total comprehensive income/(loss)		(373)	(373)	(455)	(455)

The accompanying notes form part of these financial statements.

Independent Planning Commission Statement of financial position as at 30 June 2025

	Notes	Consolidated 2025 \$000	Parent 2025 \$000	Restated Consolidated 2024 \$000	Restated Parent 2024 \$000	Restated Consolidated 1 July 2023 \$000	Restated Paren 1 July 202 \$00
ASSETS							
Current assets							
Cash and cash equivalents	5	1,887	1,887	1,876	1,876	1,862	1,86
Receivables	6	103	103	84	84	239	23
Total current assets		1,990	1,990	1,960	1,960	2,101	2,10
Non-current assets							
Plant and equipment	7	191	191	312	312	441	44
Total plant and equipment		191	191	312	312	441	44
Intangible assets	8	508	508	593	593	710	71
Total non-current assets		699	699	905	905	1,151	1,15
Total assets		2,689	2,689	2,865	2,865	3,252	3,25
LIABILITIES							
Current liabilities							
Payables	9	1,062	1,062	863	863	803	80
Provisions	10	445	445	450	450	444	44
Total current liabilities		1,507	1,507	1,313	1,313	1,247	1,24
Non-current liabilities							
Provisions	10	53	53	50	50	48	4
Total non-current liabilities		53	53	50	50	48	4
Total liabilities		1,560	1,560	1,363	1,363	1,295	1,29
Net assets		1,129	1,129	1,502	1,502	1,957	1,95
EQUITY							
Accumulated funds		1,129	1,129	1,502	1,502	1,957	1,95
Total equity		1,129	1,129	1,502	1,502	1,957	1,95

The accompanying notes form part of these financial statements.

Independent Planning Commission Statement of changes in equity for the year ended 30 June 2025

	Accumulated funds	Total
Consolidated and Parent	\$000	\$000
Balance at 1 July 2024	1,502	1,502
Net result for the year	(373)	(373)
Total comprehensive income/(loss) for the year	(373)	(373)
Balance at 30 June 2025	1,129	1,129
Opening balance at 1 July 2023	2,359	2,359
Correction of errors	(402)	(402)
Restated opening balance at 1 July 2023	1,957	1,957
Restated Net result for the year	(455)	(455)
Total comprehensive income for the year	1,502	1,502
Restated Balance at 30 June 2024	1,502	1,502

The accompanying notes form part of these financial statements.

6

Independent Planning Commission Statement of cash flows for the year ended 30 June 2025

	Notes	Consolidated and parent 2025 \$000	Consolidated and parent 2024 \$000
Cash flow from the operating activities		4000	4000
Payments			
Employee related		(3,818)	(3,078)
Suppliers for goods and services		(2,977)	(3,089)
Total payments		(6,795)	(6,167)
Receipts			
Sale of goods and services		-	127
Grants and contributions		6,800	6,000
Other receipts		260	202
Total receipts	•	7,060	6,329
Net cash flow from operating activities		265	162
Cash flow from investing activities			
Purchase of plant and equipment	7	(8)	-
Purchase of intangible assets	8	(246)	(148)
Net cash flow from investing activities		(254)	(148)
Net increase/(decrease) in cash		11	14
Opening cash and cash equivalents		1,876	1,862
Closing cash and cash equivalents	5	1,887	1,876

The accompanying notes form part of these financial statements.

1. Statement of material accounting policies

(a) Reporting entity

The Independent Planning Commission (IPC), a NSW Government entity, was constituted under Part 2, Division 2.3 of the *Environmental Planning and Assessment Act 1979* on 1 March 2018. The IPC determines certain State significant development applications, conducts public hearings for planning and development matters, and provides independent advice on planning-related matters.

The IPC as a reporting entity comprises the Office of the Independent Planning Commission (OIPC), as a staffing entity under the IPC's control providing personnel to the IPC to perform its duties and responsibilities. The *Government Sector Finance Regulation 2024*, Division 2, section 9F provides reporting exemptions to special purpose staff agencies such as the OIPC.

Accordingly, the consolidated figures are for both the IPC and its controlled entity the OIPC; the parent figures represent the IPC only. In the process of preparing the financial statements for the consolidated entity any inter-entity transactions and balances have been eliminated, and like transactions and policies are accounted for using uniform accounting policies.

These consolidated financial statements for the year ended 30 June 2025 have been authorised for issue by the Chair of the IPC on the date the accompanying statement by the accountable authority was signed.

(b) Basis of preparation

The IPC financial statements are general purpose financial statements which have been prepared on an accrual basis and in accordance with:

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

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

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

All amounts are rounded to the nearest one thousand dollars and are expressed in Australian currency, which is the IPC's presentation and functional currency, except in note 14 which is in whole dollars.

(c) Going concern

The financial statements have been prepared on a going concern basis. The IPC receives funding from the principal Department - Department of Planning, Housing, and Infrastructure (DPHI). At the date of this report there is no reason not to expect this financial support to continue.

(d) Statement of compliance

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

(e) Accounting for the goods and services tax (GST)

Income, expenses, and assets are recognised net of the amount of GST, except that:

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

The net amount of GST recoverable from or payable to the Australian Taxation Office is included as part of receivables or payables respectively.

Cash flows are included in the statement of cash flows on a gross basis.

8

1. Statement of material accounting policies (continued)

(f) Comparative information

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

During the current financial year, the IPC was made aware of a liability to pay a number of prior and current Commissioners' superannuation for services performed as a statutory office holder. A provision has been taken up in the financial statement for the unpaid portion detailed in note 4.

(g) Changes in accounting policies, including new or revised Australian Accounting Standards

(i) Effective for the first time in financial year 2024-2025

The accounting policies applied in 2024-25 are consistent with those of the previous year.

The IPC has assessed the impact of the new standards and interpretations issued during the financial year and considered the impact to be not material.

(ii) Issued but not yet effective

NSW public sector entities do not early adopt new Australian Accounting Standards unless the Treasury determines otherwise. The IPC has assessed any potential impact on the financial statements from these new accounting standards and interpretations and no material financial impact is expected when implemented.

(h) Impact of climate-related matters on Financial Reporting for 2024-25

The IPC has assessed and determined that there are no material impacts of potential climate-related matters on the financial statements.

2. Expenses excluding losses

(a) Employee related expenses and personnel services expenses:

	Consolidated 2025 \$000	Parent 2025 \$000	Restated Consolidated 2024 \$000	Restated Parent 2024 \$000
Salaries and wages (including recreation leave)	3,086	-	2,610	-
Superannuation	383	-	372	-
Long service leave	81	-	33	-
Workers compensation insurance	15	-	11	-
Payroll tax and fringe benefit tax	214	-	159	-
Redundancy payments	-	-	52	-
Personnel services expenses		3,779	-	3,237
	3,779	3,779	3,237	3,237

Recognition and measurement

Personnel services

The IPC does not employ staff but uses personnel services from the OIPC. Personnel services are recognised in the period in which they are incurred.

2. Expenses excluding losses (continued)

(b) Other operating expenses:

	Consolidated	Parent	Consolidated	Parent
	2025 \$000	2025 \$000	2024 \$000	2024 \$000
Advertising and events	124	124	98	98
Audit fees	34	34	33	33
Commissioner fees	841	841	924	924
Contractors	39	39	181	181
Corporate service fees	401	401	423	423
Fee for service	245	245	119	119
Insurance	13	13	11	11
Legal fees	329	329	181	181
Non capitalised assets <\$5,000	26	26	8	8
Occupancy	16	16	24	24
Other operating expenses	225	225	33	33
Printing and stationery	4	4	3	3
Recruitment fee	37	37	66	66
Rental - property	504	504	485	485
Software fees	30	30	19	19
Training and development	30	30	20	20
Travel and accommodation	102	102	127	127
Website	136	136	108	108
	3,136	3,136	2,863	2,863

Recognition and measurement

Insurance

The IPC's activities are covered under the NSW Treasury Managed Fund Scheme of self-insurance for Government entities. The expense (premium) is determined by the Fund Manager based on past claims experience.

Commissioners' fees

IPC Commissioners are paid an hourly or daily fee for time worked as part of Commission panels exercising the functions of the members. This is recognised as an expense when incurred.

Fee for service

Expenses incurred for professional services including transcription services.

Lease expense

The IPC recognises the lease payments associated with the following types of leases as an expense on a straight-line basis:

- Leases that meet the definition of short-term, i.e., where the lease term at commencement of the lease is 12 months
 or less.
- Leases of assets that are valued at \$10,000 or under when new.

2. Expenses excluding losses (continued)

(c) Depreciation and amortisation expense

	Consolidated	Parent	Consolidated	Parent
	2025 \$000	2025 \$000	2024 \$000	2024 \$000
Depreciation				
Plant and equipment	129	129	129	129
	129	129	129	129
Amortisation				
Intangibles	331	331	265	265
	331	331	265	265
Total depreciation and amortisation expense	460	460	394	394

For recognition and measurement policies on depreciation and amortisation refer to notes 7 and 8.

3. Revenues

(a) Grants and contributions

	Consolidated	Parent	Consolidated	Parent
	2025 \$000	2025 \$000	2024 \$000	2024 \$000
Grants without sufficiently specific performance obligations	6,800	6,800	6,000	6,000
-	6,800	6,800	6,000	6,000

Recognition and measurement

Income from grants without sufficient specific performance obligations is recognised when the IPC obtains control over the granted assets (e.g., cash).

(b) Acceptance by the Crown of employee benefits

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

	Consolidated	Parent	Consolidated	Parent
	2025 \$000	2025 \$000	2024 \$000	2024 \$000
Long service leave	71	-	27	-
Contributions by the Crown	-	71	-	27
	71	71	27	27

For recognition and measurement of leave liabilities refer to note 10.

11

3. Revenues (continued)

(c) Other income

(7	Consolidated	Parent	Consolidated	Parent
	2025 \$000	2025 \$000	2024 \$000	2024 \$000
Recovery of legal costs	5	5	-	-
Recovery of personnel costs	126	126	12	12
	131	131	12	12

Recognition and measurement

Recoveries

Revenue relating to recoveries for personnel and legal costs are recognised when cash is received or when accrued by the IPC.

(d) Summary of compliance

The Appropriation Act 2024 (Appropriations Act) and the subsequent variations, appropriates the sum of \$2.3B to the Minister for Planning and Public Spaces out of the Consolidated Fund for the services of the DPHI for the year 2024—25. The spending authority of the Minister from the Appropriations Act has been delegated or subdelegated to officers of the DPHI and entities that it is administratively responsible for, including the IPC.

The lead minister for the IPC, being the Minister for Planning and Public Spaces, is taken to have been given an appropriation out of the Consolidated Fund under the authority of section 4.7 of the GSF Act, at the time the IPC receives or recovers any deemed appropriation money, for an amount equivalent to the money that is received or recovered by the IPC. These deemed appropriations are taken to have been given for the services of the DPHI.

A summary of compliance is disclosed in the financial statements of the Annual Report of the DPHI. It has been prepared by aggregating the spending authorities of the Minister for Planning and Public Spaces for the services of the DPHI. It reflects the status at the point in time this disclosure statement is being made. The IPC's spending authority and expenditure is included in the summary of compliance.

The delegation/sub-delegations for the 2024-25 and 2023-24 financial years, authorising officers of the IPC to spend Consolidated Fund money, impose limits on the amounts of individual transactions, but not the overall expenditure of the IPC. However, as they relate to expenditure in reliance on a sum appropriated by legislation, the delegation/sub-delegations are subject to the overall authority of the department to spend monies under relevant legislation. The individual transaction limits have been properly observed. The information in relation to the aggregate expenditure limit from the Appropriations Act and other sources is disclosed in the summary of compliance table included in the financial statements of the Annual Report of the DPHI.

4. Prior period errors

The Superannuation Guarantee Act 1992 (Superannuation Guarantee Act), paragraph 12(9) states that a person who holds, or performs the duties of, an appointment, office or position under the Constitution or under a law of the Commonwealth, of a State or of a Territory is considered as an "employee" for the purposes of the Superannuation Guarantee Act.

During the current financial year, the IPC was made aware of a liability to pay a number of prior and current Commissioners' superannuation for services performed as a statutory office holder. As a result, superannuation expenses and payables were unstated.

Superannuation guarantee shortfalls will be paid in respect of Commissioner (and former Commissioner) invoices dating back to 1 July 2020, except for the former Chair for whom the shortfall has been paid going back to 1 March 2018. At 30 June 2025, an amount of \$302,632 is payable.

12

4. Prior period errors (continued)

In 2023-2024, an amount for superannuation of \$94,805 and payroll tax of \$5,167 has been added to employee related expenses:

Adjustments to statement of comprehensive income for the period ended 30 June 2024

	Notes	Original Balance 30 June 2024 \$000	Impact Increase/ (decrease) \$000	Restated Balance 30 June 2024 \$000
Employee related expenses Total expenses excluding losses	2(a)	3,137 6,394	100 100	3,237 6,494
Net result		(355)	(100)	(455)
Total comprehensive income/(loss)		(355)	(100)	(455)

An opening balance of \$401,785 was added to accrued salaries, wages and oncosts for superannuation including payroll tax on Commissioner fees for 1 March 2018 to 30 June 2023:

Adjustments to statement of financial position as at 1 July 2023

	Notes	Original Balance 1 July 2023 \$000	Impact Increase/ (decrease) \$000	Restated Balance 1 July 2023 \$000
Payables	9	401	402	803
Total current liabilities	-	845	402	1,247
Total liabilities	- -	893	402	1,295
Net assets	- -	2,359	(402)	1,957
Accumulated funds		2,359	(402)	1,957
Total equity	-	2,359	(402)	1,957

4. Prior period errors (continued)

A total of \$501,757 in Commissioners' superannuation and payroll tax has been added to the 2023-2024 statement of financial position in accrued salaries, wages and oncosts:

Adjustment to statement of financial position as at 30 June 2024

	Notes	Original Balance 30 June 2024 \$000	Impact Increase/ (decrease) \$000	Restated Balance 30 June 2024 \$000
Payables	9	361	502	863
Total current liabilities		811	502	1,313
Total liabilities		861	502	1,363
Net assets		2,004	(502)	1,502
Accumulated funds		2,004	(502)	1,502
Total equity		2,004	(502)	1,502

5. Current assets - cash and cash equivalents

	Consolidated 2025	Parent 2025	Consolidated 2024	Parent 2024
	\$000	\$000	\$000	\$000
Cash at bank and on hand	1,887	1,887	1,876	1,876
	1,887	1,887	1,876	1,876

For the purposes of the statement of cash flows, cash and cash equivalents includes cash at bank and cash on hand.

Cash and cash equivalents (as per statement of financial position)	1,887	1,887	1,876	1,876
Closing cash and cash equivalents (per statement of cash flows)	1,887	1,887	1,876	1,876

Refer note 13 for details regarding credit risk, liquidity risk and market risk arising from financial instruments.

6. Current assets - receivables

	Consolidated 2025 \$000	Parent 2025 \$000	Consolidated 2024 \$000	Parent 2024 \$000
Current				
Debtors	1	1	7	7
Debtor - Department	5	5	5	5
Net GST receivable	69	69	40	40
Personnel services	1	1	3	3
Prepayments	27	27	29	29
	103	103	84	84

Recognition and measurement

Details regarding credit risk of trade receivables are disclosed in note 13.

Trade receivables are measured at the transaction price as they are short term in nature and do not contain any significant financing component.

7. Property, plant and equipment

	Plant and equipment	Total
	\$'000	\$'000
Consolidated and parent		
At 1 July 2023 - fair value		
Gross carrying amount	637	637
Accumulated depreciation and impairment	(196)	(196)
Net carrying amount	441	441
Year ended 30 June 2024		
Net carrying amount at the start of the year	441	441
Depreciation expense	(129)	(129)
Net carrying amount at the end of the year	312	312
Consolidated and parent		
At 1 July 2024 - fair value		
Gross carrying amount	637	637
Accumulated depreciation and impairment	(325)	(325)
Net carrying amount	312	312
Year ended 30 June 2025		
Net carrying amount at the start of the year	312	312
Additions	8	8
Depreciation expense	(129)	(129)
Net carrying amount at the end of the period	191	191
At 30 June 2025 - fair value		
Gross carrying amount	645	645
Accumulated depreciation and impairment	(454)	(454)
Net carrying amount	191	191

15

7. Property, plant and equipment (continued)

Recognition and measurement

Acquisition of property, plant and equipment

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

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

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

Capitalisation thresholds

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

Depreciation of property, plant and equipment

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

Depreciation rates for plant and equipment, range from 20% to 33% (2024: 20% to 25%) over a useful life of 3 to 5 years (2024: 4 to 5 years).

The residual values, useful lives, and methods of depreciation of property, plant and equipment are reviewed at each financial year end.

Revaluation of property, plant and equipment

Non-specialised assets such as plant and equipment are valued at depreciated historical cost. These assets are measured at depreciated historical cost as a proxy for fair value. The IPC has assessed that any difference between fair value and depreciated historical cost is unlikely to be material.

The IPC does not own any land and buildings.

Impairment of property, plant and equipment

As a not-for-profit entity, any impairment under AASB 136 *Impairment of Assets* is unlikely to arise. As property, plant and equipment is carried at fair value or an amount that approximates fair value, impairment can only arise in the rare circumstances such as where the costs of disposal is material.

The IPC assesses at each reporting date, whether there is an indication that an asset may be impaired. If any indication exists, or when annual impairment testing for an asset is required, the IPC estimates the asset's recoverable amount.

8. Intangible assets

	Software \$'000	Software work in progress \$'000	Total \$'000
Consolidation and parent At 1 July 2023			
Cost (gross carrying amount)	1,230	_	1,230
Accumulated amortisation and impairment	(520)	-	(520)
Net Carrying amount	710	-	710
Year ended 30 June 2024			
Net carrying amount at beginning of year	710	-	710
Additions	-	148	148
Amortisation (recognised in depreciation and amortisation)	(265)	-	(265)
Net carrying amount at end of the year	445	148	593
At 1 July 2024			
Cost (gross carrying amount)	1,230	148	1,378
Accumulated amortisation and impairment	(785)	-	(785)
Net carrying amount	445	148	593
Year ended 30 June 2025			
Net carrying amount at beginning of year	445	148	593
Additions	246	-	246
Transfers	148	(148)	-
Amortisation (recognised in depreciation and amortisation)	(331)	-	(331)
Net carrying amount at end of the period	508		508
At 30 June 2025			
Cost (gross carrying amount)	1,624	-	1,624
Accumulated amortisation and impairment	(1,116)	<u>-</u>	(1,116)
Net carrying amount	508	-	508

Recognition and measurement

The IPC recognises intangible assets only if it is probable that future economic benefits will flow to the IPC and the cost of the asset can be measured reliably. Intangible assets are measured initially at cost. Where an asset is acquired at no or nominal cost, the cost is its fair value as at the date of acquisition.

Following initial recognition intangible assets are subsequently measured at fair value only if there is an active market. As there is no active market for the IPC's intangible software assets, the assets are carried at cost less any accumulated amortisation and impairment losses.

The useful lives of intangible assets are assessed to be finite. The IPC's intangible assets are amortised using the straight-line method over four to five years. The amortisation period and the amortisation method for an intangible asset with a finite useful life are reviewed at least at the end of each reporting period.

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

17

9. Current liabilities - payables

	Consolidated 2025 \$000	Parent 2025 \$000	Restated Consolidated 2024 \$000	Restated Parent 2024 \$000
Trade creditors	337	337	134	134
Accrued salaries, wages and oncosts	470	-	584	-
Accruals	242	712	125	709
Other	13	13	19	19
	1,062	1,062	863	863

Details regarding credit risk, liquidity risk and market risk, including a maturity analysis of the above payables, are disclosed in note 14.

Recognition and measurement

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

10. Current/non-current liabilities - provisions

	Consolidated	Parent	Consolidated	Parent
	2025 \$000	2025 \$000	2024 \$000	2024 \$000
Current				
Employee benefits and related on-costs				
Annual leave	278	-	294	-
Long service leave on-costs	29	-	23	-
Parental leave	123	-	121	-
Payroll tax	15	-	12	-
Payable to the OIPC	-	445	-	450
Total current provisions	445	445	450	450
Non-current				
Employee benefits and related on-costs				
Long service leave on-costs	3	_	3	_
Payroll tax	2	_	1	_
Payable to the OIPC	-	5	-	4
•	5	5	4	4
Other provisions				
Restoration costs	48	48	46	46
Total non-current provisions	53	53	50	50

10. Current/non-current liabilities - provisions (continued)

Aggregate employee benefits and related on-costs

	Consolidated 2025 \$000	Parent 2025 \$000	Restated Consolidated 2024 \$000	Restated Parent 2024 \$000
Provisions - current	445	-	450	-
Provisions - non-current	5	-	4	-
Payable to the OIPC	-	920	-	1,038
Accrued salaries, wages and on-costs (Note 9)	470	-	584	-
	920	920	1,038	1,038

Movements in provisions (other than employee benefits)

·	Consolidated 2025 \$000	Parent 2025 \$000	Consolidated 2024 \$000	Parent 2024 \$000
Carrying amount at 1 July	46	46	45	45
Additional provisions recognised	1	1	1	1
Carrying amount at 30 June	47	47	46	46

Recognition and measurement

Employee benefits and related on-costs

Salaries and wages, annual leave and sick leave

Salaries and wages (including non-monetary benefits) and paid sick leave, expected to be settled wholly within 12 months after the period employees render the service, are recognised and measured at the undiscounted amounts of the benefits.

Annual leave not expected to be settled wholly before twelve months after the end of the annual reporting period in which the employees render the related service, is to be measured at present value in accordance with AASB 119 *Employee Benefits* (although short cut methods are permitted).

Actuarial advice obtained by the Treasury has confirmed that using the nominal annual leave balance plus the annual leave entitlements accrued while taking annual leave (calculated using 8.4% of the nominal value of annual leave) can be used to approximate the present value of the annual leave liability. The IPC has assessed the actuarial advice based on its circumstances and has determined that the effect of discounting is immaterial to annual leave. All annual leave is classified as a current liability even where the IPC does not expect to settle the liability within 12 months as the IPC does not have an unconditional right to defer settlement.

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

Long service leave and superannuation

The OIPC's liabilities for long service leave and defined benefit superannuation are assumed by the Crown. The IPC accounts for the liability as having been extinguished resulting in the amount assumed being shown as part of the non-monetary revenue item described as 'Acceptance by the Crown of employee benefits and other liabilities'. Long service leave is measured at the present value of expected future payments to be made in respect of services provided up to the reporting date. Consideration is given to certain factors based on actuarial review, including expected future wage and salary levels, experience of employee departures, and periods of service. Expected future payments are discounted using Commonwealth government bond rate at the reporting date

10. Current/non-current liabilities - provisions (continued)

Long service leave and superannuation (continued)

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

Consequential on-costs

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

Other provisions

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

11. Commitments

The IPC has no capital expenditure commitments at 30 June 2025 (2024: Nil).

12. Contingent assets and contingent liabilities

The IPC is unaware of the existence of any contingent liabilities or contingent assets as at balance date (2024: Nil).

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

and parent 2025	and parent 2024
\$000	\$000
Net cash flows from operating activities 265	162
Depreciation and amortisation (460)	(394)
Increase/(decrease) in receivables	(155)
(Increase)/ decrease in payables (199)	(60)
(Increase)/ decrease in provisions	(8)
Net result for the period (373)	(455)

14. Financial instruments

The IPC's principal financial instruments are outlined below. These financial instruments arise directly from the IPC's operations.

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

The IPC's executive has overall responsibility for the establishment and oversight of risk management and reviews and agrees policies for managing each of these risks. Risk management policies are established to identify and analyse risks faced by the Commission, to set risk limits and controls and to monitor risks. Compliance with policies is reviewed by the IPC on a continuous basis.

(a) Financial instrument categories

Financial assets

			Carrying amount	Carrying amount
Class	Note	Category	Consolidated and parent 2025 \$'000	Consolidated and parent 2024 \$'000
Financial assets				
Cash and cash equivalents	4	Amortised cost	1,887	1,876
Receivables ¹	5	Amortised cost	7	15
Financial liabilities				
Payables ²	8	Financial liabilities	1,062	863
		measured at amortised cost		

 $^{{\}it 1. Receivables excludes statutory receivables and prepayments, not within scope of AASB~7.}$

(b) Derecognition of financial assets and financial liabilities

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

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

Where the IPC has neither transferred nor retained substantially all the risks and rewards or transferred control, the asset continues to be recognised to the extent of the entity's continuing involvement in the asset.

A financial liability is derecognised when the obligation specified in the contract is discharged or cancelled or expires.

(c) Offsetting financial instruments

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

^{2.} Payables excludes statutory payables and unearned revenue, not within scope of AASB 7.

14. Financial instruments (continued)

(d) Financial risk

(i) Credit risk

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

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

Credit risk associated with the IPC's financial assets is managed by holding cash within the NSW Treasury Banking system and by reviewing and managing the collectability of receivables on an on-going basis adopting procedures established in the Treasurer's Directions.

(ii) Liquidity risk

Liquidity risk is the risk that the IPC will be unable to meet its payment obligations when they fall due. The IPC monitors future cash flows and ensures adequate funding is held on hand to meet future obligations.

The IPC's exposure to liquidity risk is deemed insignificant based on prior periods' data and current assessment of risk. Liabilities are recognised for amounts due to be paid in the future for goods or services received, whether or not invoiced. Amounts owing to suppliers (which are unsecured) are settled in accordance with the policy set out in TC11-12. Where the supplier has registered as a small business, with the NSW Small Business Commissioner and terms are not specified, payment is made no later than five business days from date of receipt of a correctly rendered invoice. For other suppliers, if trade terms are not specified, payment is made no later than the end of the month following the month in which an invoice or a statement is received.

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

Maturity analysis and interest rate exposure of financial liabilities

			Intere	Interest rate exposure		Ma	aturity dates	.
Consolidated and parent	Weighted average effective interest rate %	Nominal amount \$'000	Fixed interest rate \$'000	Variable interest rate \$'000	Non- interest bearing \$'000	< 1 year \$'000	1 to 5 years \$'000	> 5 years \$'000
2025								
Payables	0.0%	1,062	-	-	1,062	1,062	-	-
		1,062	-	-	1,062	1,062	-	-
2024	•			-		-		
Payables	10.0%	863	502	-	361	361	502	-
	-	863	502	-	361	361	502	-

(iii) Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. The IPC's exposure to market risk is very limited as it has no borrowings, and all its deposits are at call.

The effect on profit and equity due to a reasonably possible change in risk variable is outlined in the information below, for interest rate risk. A reasonably possible change in risk variable has been determined after taking into account the economic environment in which the IPC operates and the time frame for the assessment (i.e., until the end of the next annual reporting period). The sensitivity analysis is based on risk exposure in existence at the reporting date. The analysis assumes that all other variables remain constant.

14. Financial instruments (continued)

(d) Financial risk (continued)

Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in the market interest rates. Exposure to interest rate risk is minimal as the IPC has no interest-bearing liabilities or borrowings. A reasonably possible change of +/-1% is used, consistent with current trends in interest rates. This basis will be reviewed annually and amended where there is a structural change in the level of interest rate volatility. The IPC's exposure to interest rate risk is set out below.

	Carrying amount \$000	Net result \$000	Equity \$000	Net result \$000	Equity \$000
Consolidated and parent		-1	l%	+	1%
2025					
Financial assets					
Cash and cash equivalents	1,887	(19)	(19)	1	19
2024					
Financial assets					
Cash and cash equivalents	1,876	(19)	(19)	1	19

(e) Fair value measurement

Fair value compared to carrying amount

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

Financial instruments are generally recognised at cost. The amortised cost of financial instruments recognised in the statement of financial position approximates the fair value because of the short-term nature of the financial instruments.

15. Related party disclosures

IPC's key management personnel compensation are as follows:

Short-term employee benefits:

		Nestateu
	2025	2024
	\$000	\$000
Salaries	636	374
Commissioner fees		282
Total remuneration	636	656

During the period, the IPC did not enter into transactions with key management personnel, their close family members or their controlled or jointly controlled entities thereof.

Postatod

15. Related party disclosures (continued)

During the period, the IPC entered into transactions with other entities that are either controlled, jointly controlled or significantly influenced by NSW Government. The following transactions are in aggregate a significant portion of the IPC's rendering of services/receiving of services, the nature of these services are detailed below:

Entity	Nature of transaction
Department of Planning, Housing and Infrastructure	Provision of administrative and operational assistance. Refer note 2(b).
Department of Climate Change, Energy, Environment and Water	Secretariat services in kind.
Department of Primary Industries and Regional Development	Secretariat services in kind.
Crown Solicitor's Office	Legal services. Refer note 2(b).
Property and Development NSW	Provision of leased premises.

16. Events after reporting date

There are no known events that would impact on the state of the IPC or have a material impact on the financial statements.

End of the audited financial statements

Appendix 7.2 Commissioner biographies

For the 2024-25 reporting year



Andrew Mills, Chair

Andrew Mills is Chair of the NSW Independent Planning Commission, is a member of the Board of Taxation and in 2024-25 was Chair of the Financial Reporting Council. He has over 40 years' experience working in the private and public sectors and in a regulatory environment, including as director of several unlisted companies and not for profit entities, and as a former Second Commissioner of Taxation. Andrew holds a Bachelor of Business, a Master of Laws and a Graduate Diploma in Tax Law and is a Graduate of the Australian Institute of Company Directors, a Fellow of the Governance Institute of Australia, a Fellow of CPA Australia, a Chartered Taxation Advisor (Life) of The Taxation Institute and a member of the International Fiscal Association.



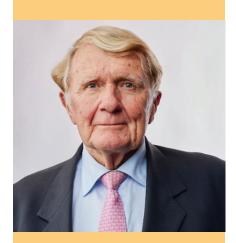
Terry Bailey

Terry Bailey has over 35 years' experience working in the public sector and tertiary education. In his public sector roles, Terry gained a thorough understanding of protected area management through field base and executive leadership appointments in the Victorian, NSW and Commonwealth governments, including as Chief Executive of the NSW Office of Environment and Heritage.

Terry was the Executive Dean of Sciences and Engineering at the University of Tasmania and is a former Executive Director of the Institute for Marine and Antarctic Studies, in both roles he oversaw an extensive research portfolio and learning and teaching program.

Terry was the preparer of the Ningaloo Coast, the Australian Convict Sites, and the Sydney Opera House world heritage nominations and is a world heritage advisor to the Western Australian, South Australian and Queensland governments. Terry is a reporter under the Aboriginal and Torres Strait Islander Heritage Protection Act 1984 to the Federal Minister for the Environment.

Terry is a trustee of the Sydney Harbour Federation Trust, Chair of the Tasmanian National Parks and Wildlife Advisory Council, member of the NSW Independent Expert Advisory Panel for Energy Transition, an Adjunct at the University of Tasmania, and a member of the Australian World Heritage Advisory Council.



Professor Snow Barlow

Professor Snow Barlow is an agricultural scientist with a Masters of Rural Science from the University of New England and a PhD in soil-plant-water relations from Oregon State University. He is an Emeritus Professor at the University of Melbourne.

Snow has had a significant involvement with the natural resources issues of Australian agriculture and chairs the Victorian Endowment for Science, Knowledge and Innovation. He is a member of the Australian Rural Leadership Foundation Board and the Research Advisory Committee of the Australian Farm Institute.

He is a fellow of the Australian Academy of Technological Sciences and Engineering and the Australian Institute of Agricultural Science and Technology. He has also served on the Prime Minister's Science, Engineering and Innovation Council.



Michael Chilcott

Michael Chilcott is an environmental practitioner with experience in the fields of environmental impact assessment, environmental law, natural resource planning and management, protected area planning, environmental policy, community and governmental relations. He is a nationally accredited mediator.

Michael's tertiary training is in the fields of natural science, resource management and economics. He has worked in Australia, Europe, Africa, Asia, and the Pacific.

Immediately prior to his appointment as a Commissioner with the Independent Planning Commission, Michael completed a seven year term as a Commissioner with the Land and Environment Court (LEC) of NSW.

Prior to his appointment with the LEC, Michael worked for 20 years as a consultant in environmental planning and assessment.

He is a founding member, and past President, of the Environment Institute of Australia and New Zealand (EIANZ), the professional association for environmental practitioners. In 2020 Michael was appointed an Honorary Life Member (HLM) of EIANZ, the eighth HLM bestowed by EIANZ since its foundation in 1987.



Professor Alice Clark

Professor Alice Clark holds a Bachelor of Science and a Master of Science in economic geology. She is the deputy director - strategic planning at the Sustainable Minerals Institute within the University of Queensland, and proprietor of Cdek Geological and Mining Services, and is a registered primary producer in NSW.

She is a Fellow of the Queensland Academy of Arts and Sciences, a Fellow of the Australian Academy of Technological Sciences and Engineering and an Honorary Fellow of the Australasian Institute of Mining and Metallurgy where she held the role of President and Chairman of the Board from 2011 to 2012. Alice is also a Member of the Australian Institute of Company Directors.

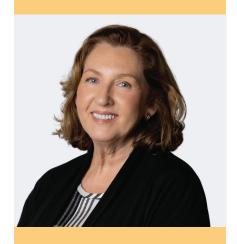


Dr Sheridan Coakes

Dr Sheridan Coakes is a Social Scientist with 30 years research and applied experience in the areas of social impact assessment (SIA) and stakeholder and community engagement. Sherie has contributed to the development and institutionalisation of SIA practice in industry and government across Australia and has been involved in numerous large-scale public and private sector development projects in diverse sectors such as mining, quarrying, oil and gas, forestry, renewable energy, infrastructure and urban development.

Sherie holds the position of National Social Practice Lead with Umwelt Australia, is a Convenor of the SIA Community of Practice for the Environmental Institute of Australia and New Zealand (EIANZ), has led the SIA Strategic Environmental Advisory Committee, charged with developing a specialist certification for SIA in Australia and New Zealand, and sits on the Certified Environmental Practitioners (CEnvP) Certification Board.

Sherie has worked in a range of planning contexts and has a strong understanding of the 'public interest' and frameworks for integrating social evidence and issues into decision-making.



Sarah Dinning

Sarah has over 20 years' experience in the NSW government across portfolios of water infrastructure, planning, pricing, and catchment management; parks and recreation; and forestry. Sarah worked on state significant infrastructure in the Office of the Coordinator General in the NSW Department of Premier and Cabinet.

Sarah is a director of SCD Consulting and provides expert assurance advice for governments in several Australian jurisdictions in water, energy, housing, cultural institutions and asset management. Sarah has extensive experience in stakeholder engagement. Sarah is a former Member and Deputy Chair of the NSW Independent Liquor and Gaming Authority.

Sarah holds a Bachelor degree in Science and Executive Masters of Public Administration (ANZSOG), is a Fellow of the Governance Institute of Australia and graduate of the Australian Institute of Company Directors.



Dr Bronwyn Evans AM

Dr Bronwyn Evans AM is the Chair of Building4.0 CRC, a Director of Standard Communications (GME), a Director of ACOR Consultants and a Director of listed medical device company EBR Systems Inc (ASX EBR). She was recently a member of the NSW Modern Manufacturing Taskforce and she Chairs the NSW Bushfire Mission Expert Panel.

She recently held the positions of CEO of Engineers Australia and CEO of Standards Australia. She has led innovation initiatives, including as Chair of the Growth Centre for MedTech and Pharmaceuticals

Dr Evans has 40 years' experience in engineering, including at Cochlear, GE Healthcare, BHP Steel and Electricity Commission of NSW. She has a PhD in Electrical Engineering, an Honorary Doctorate from Swinburne University, is an Honorary Fellow of University of Wollongong and Engineers Australia and a Fellow of the Australian Academy of Technological Sciences and Engineering. In 2021 she received an AM in the Queen's Birthday honours for significant service to engineering, to standards, and to medical technology.



Suellen Fitzgerald

Suellen Fitzgerald is a landscape architect with over 35 years' experience leading teams in both the private and public sector in the fields of urban planning, open space and park planning, landscape and environmental design and public land and property management. She began her career with Parks Victoria and went on to build private design offices in Northern Australia, working in regional and urban environments across the Top End.

Over the last 20 years Suellen has been involved in the development of strategic policy for open space, recreation and park planning for the NSW Government. She was previously the Chief Executive of Greater Sydney Parklands Trust, bringing together all of Sydney's major metropolitan parks into one powerful voice for parks and for the importance of the natural environment in city living.

Suellen has qualifications in Ecology and Landscape Architecture and is a graduate of the executive program of Harvard Business School. She is currently advising public and private organisations on strategy, implementation, and governance.



Juliet Grant

Juliet Grant is a recognised and respected leader in the planning and development industry in Sydney and is the immediate past president of the NSW Division of the Planning Institute of Australia.

Juliet has almost three decades' experience working in senior roles across local and state government, including with the NSW Department of Planning and Environment, and Transport for NSW, as well as in consultancy, most recently as executive director and general manager of Gyde Consulting (previously known as City Plan Strategy and Development).

Juliet has an intimate knowledge of planning legislation and policies, and strong decision-making and leadership skills as demonstrated by the wide range of strategic and statutory planning projects she has headed up in NSW.

Juliet is presently an expert member on the Hunter and Central Coast Regional Planning Panel, an alternate state member for all Sydney and regional planning panels, and expert member on three local planning panels (Georges River, Hornsby, and Hawkesbury local government areas).

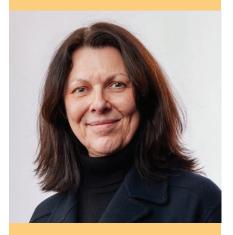


Ken Kanofski

Ken Kanofski is a company director and independent advisor. Current board positions include Chair of Tellus Holdings, Sydney Olympic Park Authority and Placemaking NSW, he is also a Director of Jerrara Power. Ken is also Principal of his own advisory business provides transport and infrastructure advice to a range of public and private sector clients.

Previously, Ken has been CEO of NSW Roads and Maritime, the NSW Land and Housing Corporation, Government Property NSW and WSN Environmental Solutions. Ken is experienced in a range of infrastructure, utilities, and services industries, including transport, roads, water, energy, telecommunications, waste, recycling, renewables, housing and local government.

Ken has served as a board member and chair on national policy bodies, statutory authorities, industry bodies and community organisations. Ken holds Bachelors and Masters Degrees in Business, is a Fellow of CPA Australia and the Australia New Zealand School of Government, a graduate of the Australian Institute of Company Directors Course and the Melbourne Business School Advanced Management Program.



Wendy Lewin

Wendy Lewin is a Life Fellow of the Australian Institute of Architects and currently heads her own architecture studio. Since graduating in architecture from the University of Sydney she has held leading positions in private practice and is the recipient of State, National and International awards for her built work and contribution to architecture, education, and the profession. She contributes to the public discourse on Architecture through her varied advisory and curatorial roles, national symposiums, and national and international exhibitions. Wendy is committed to design education and for over 35 years has taught at various universities including the University of Sydney, UNSW, UTS, was a visiting Professor at Hong Kong University and has chaired and participated in numerous State, National and International architectural design competition juries.

Wendy is a member of the Design Integrity Panel for the Powerhouse Parramatta project and is an independent consultant to the Museum of Applied Arts and Sciences.



Duncan Marshall AM

Duncan Marshall is a heritage architect and consultant with a long experience in heritage conservation, including with the Australian Heritage Commission, the National Trust and in private practice.

Duncan was Chair of the ACT Heritage Council in 2012-15 and was again appointed Chair in 2023.

In 2015 Duncan was awarded the inaugural Bathurst Macquarie Heritage Medal. In 2020 he was made a Member of the Order of Australia, for significant service to heritage conservation.



Alison McCabe

Alison McCabe has over 40 years of experience in statutory and strategic planning for state and local government and private practice. Alison has been a Director of SJB Planning since 2005. Prior to this, she was Director of Environmental and Community Management for Leichhardt Council and has worked in a number of local government organisations and at the then Department of Urban Planning.

Alison is experienced in all facets of urban and regional planning, including local government administration, statutory and strategic planning processes, policy development, public participation, appeals and conflict resolution. She is currently the chair of the Hunter and Central Coast Regional Planning Panel and Canada Bay and City of Ryde Local Planning Panels.



Professor Neal Menzies

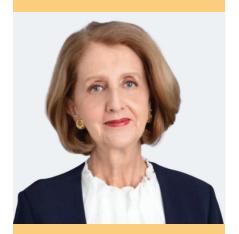
Professor Neal Menzies is currently Dean of Agriculture and leads the School of Agriculture and Food Science at the University of Queensland.

Neal has a passion for agriculture and the environment and has used his role as a teacher and research leader to bring others into this highly rewarding field. He believes that environmental scientists must go further than identifying where human activity is harming the environment and must also deliver workable solutions to problems.

While his research spans a range of agricultural and environmental chemistry issues, he considers himself primarily a soil scientist, and sees soil science as a central discipline in the solution of a broad range of problems.

Neal's main research interests are phyto-toxicity of metals, particularly aluminium, surface charge chemistry, and the management of nutrients in tropical farming systems.

Neal is a past president of the Australian Society of Soil Science and past vice-president of the International Union of Soil Science.



Janett Milligan

Janett Milligan has over 20 years' experience in executive roles in the NSW Public Service including in housing, human services and in the development and management of major sporting venues.

She is a Director of JMM Group, a consultancy firm working with organisations on strategy, policy and governance. She has provided advice to Infrastructure NSW on major projects and proposals and has extensive experience in stakeholder engagement.

Janett has qualifications in Social Science and Business
Administration and is a graduate of the Australian Institute
of Company Directors. She is a former Trustee of the NSW
Responsible Gambling Trust, Board member of the Western
Sydney Parklands Trust, Venues NSW and is the current Chair of
Barnardos Australia.



Alexandra O'Mara

Alex O'Mara is a non-executive director and independent advisor. Alex is currently a Board Member of Place Management NSW, a Trustee of Sydney Harbour Federation Trust, a Non-Executive Director of St George Community Housing, and a Non-Executive Director of Tracey Brunstrom and Hammond and has held a range of other board roles in the past, including with Sydney Olympic Park Authority and the Australian Building Codes Board.

Alex is Director of her own advisory business Sustainable Solutions Advisory which provides advice on sustainability, engagement, place-based approaches and leadership to a range of public and private sector clients. Alex is also a member of the Advisory Board of the Deadly Ed Foundation and the Science Advisory Council of UNSW. Previously, Alex was a Senior Executive in the NSW Government for over 8 years, with roles as Group Deputy Secretary, Place Design and Public Space, Deputy Secretary, Create NSW, and Executive Director, Resources and Industry Policy and led legal teams in Government for over 7 years.

Alex has over 25 years of experience leading strategy development, execution, and the delivery of results in the public and private sectors, including planning, infrastructure, precincts, environment, sustainability, natural resource management, energy and resources, construction, safety, culture, design, public space and placemaking. Alex has a BA LLB (Hons 1) and a Master of Administrative Law and Policy from the University of Sydney and began her career at Mallesons Stephen Jaques. Alex holds a current legal practising certificate and is a graduate of the Australian Institute of Company Directors.



Richard Pearson

Richard Pearson has over 30 years experience as a town planner and senior public service executive, his career spanning state and local government and the private sector.

Richard is currently director of a town planning consultancy providing strategic, policy, rezoning, development and local government reform advice to state government, councils, and the private sector.

where he had responsibility for the assessment of state significant development projects as well as the development of strategic regional plans. He has also had substantial experience in local government, having been administrator of Inner West Council.

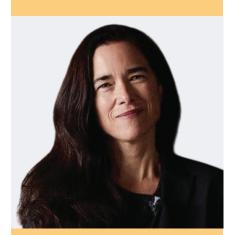
Richard is Chair of the City of Parramatta, The Hills and Sutherland Shire Local Planning Panels, responsible for determining sensitive and contentious development applications, and is a past member of the Central Sydney Planning Committee and Hunter Development Corporation.



Adrian Pilton

Adrian Pilton is an architect and landscape architect with over 45 years' experience in private and public practice. He holds Master's degrees in architecture and landscape architecture and was a founding partner of the multi-disciplinary firm of Johnson Pilton Walker Pty Ltd.

Adrian has worked in Australia and Asia on a broad range of project types for both public and private clients, including major urban developments, highways, parks, and significant national buildings. He is a fellow of the Australian Institute of Architects and serves as a senior counsellor. He is also a fellow and former national president of the Australian Institute of Landscape Architects and currently serves on the National Honours Committee and the Finance, Risk Management and Audit Committee.



Shelley Penn AM

Shelley Penn is a Director, independent strategic adviser, architect and urbanist with significant experience encompassing 15 years in architectural practice, and more than 20 years in senior, expert advisory roles in procurement, governance, strategy and community engagement with a focus on advancing outcomes for people through the quality of public infrastructure, urban design and the built environment.

Shelley is Deputy Chair of the ACT Government's Suburban Land Agency, an independent member of the Advisory Board overseeing delivery of the Canberra Institute of Technology (CIT) Woden Project and an Advisory Panel member of the Victorian Infrastructure Delivery Authority. Since 2017, she has held the role of Monash University Architect. She is a member of Victoria University's Infrastructure Planning Committee, and holds other honorary roles including Associate Professor in Architecture at the University of Melbourne, and Adjunct Professor in Architecture Practice at Monash University. She is a long-standing member of State Design Review Panels in Victoria, NSW, ACT and WA, and is engaged in a number of private consultancies as an independent expert in urban and architectural design and procurement. She also serves as a sounding board and mentor for a number of young professionals.

Shelley has chaired and served as a member of multiple boards, senior committees, specialist panels and design juries over 25 years, for state and federal government organisations, and within the corporate and not-for-profit sectors. She is recognised as an independent and engaged contributor of high integrity, and is an insightful champion for high quality outcomes in the public realm. She was made a Member of the Order of Australia in 2021.



Simon Smith

Simon Smith has focussed his career on improving the nexus between the economy and the environment. His tertiary training was in economics.

Simon served for 30 years in the NSW public sector, including as the Secretary of the Department of Industry and deputy head of the Premiers Department and of the Environment Department. He was also a director on the boards of Jobs for NSW, Destination NSW and Infrastructure NSW.

In the period after leaving the public sector he worked as Chief Operating Officer of the ASX listed PEXA Group, which provides Australia's leading digital platform for property transactions. He is currently a director of RACE for 2030, which is a cooperative research centre focussed on helping Australia's transition to reliable, affordable and clean energy by 2030, and is chair of the NSW Independent Expert Advisory Panel for Energy Transition.



Clare Sykes

Clare Sykes is the founding principal of a strategy and advisory consultancy specialising in resources and future energy value chains. For over 25 years Clare has developed detailed insights into the workings of operations, listed companies and government. Clare's career has included leading complex multi stakeholder initiatives including resource sector technology and decarbonisation roadmaps, industry regional cluster and international market development, and mission-based innovation programs.

Clare is a Mining Engineer (Hons 1, UNSW), holds a Graduate Diploma in Applied Finance and Investment, and is a graduate of the Australian Institute of Company Directors (AICD). Clare is a Churchill Fellow, serves on the Advisory Board of the Newcastle Institute of Energy and Resources (NIER) and is Chair of Resources NSW, an initiative of the NSW Energy and Resources Knowledge Hub.



Elizabeth Taylor AO

Elizabeth Taylor specialises in governance effectiveness and analysis of complex projects and ecosystems. Her career has spanned industry, design and construction, and academe.

She has built extensive Board-level leadership in professional organisations and innovative technology entities. Currently she is Chair of SmartCrete Collaborative Research Centre (focused on concrete) and Chair, Governing Group, and Deputy Chair, Sydney Accord, of the International Engineering Alliance.

Elizabeth has always engaged in diverse pro-bono work. Currently she is Chair of the Cambodian Childrens' Trust Australia. Previously she was Chair of RedR Australia, an humanitarian response agency, and Chair of RedR International.

Elizabeth is an Officer of the Order of Australia (AO), Honorary Fellow of Engineers Australia, Fellow of the Australian Institute of Company Directors, Fellow, Academy of Technological Sciences and Engineering and has been recognised as one of Australia's 100 most influential engineers. She is Emeritus Professor at Central Queensland University and Member, Engineering External Advisory Committee, Charles Sturt University and has an Honorary Doctorate from UNSW. In 2021 she was awarded Engineers Australia's Peter Nicol Russell Career Achievement Memorial Medal.

Planning Panels and an expert member on a number of regional and local planning panels.



Chris Wilson

Chris Wilson has over 29 years' professional experience in both the private and public sectors and currently runs his own planning consultancy.

Chris is an experienced planner with a strong record for delivering to Government, industry and the wider community strategic advice on major projects, environmental impact assessment and land use planning matters.



Michael Wright

Michael has more than 25 years' executive leadership experience in the NSW public service including as agency head, chief executive officer and deputy secretary.

As Deputy Secretary of the NSW Independent Flood Inquiry, Michael led the Flood Inquiry Secretariat. As Group Deputy Secretary of the Housing and Property Group of the Department of Planning and Environment, Michael was accountable for the leadership of 1600 staff across six business streams comprising Land and Housing Corporation, Aboriginal Housing Office, Property and Development NSW, NSW Crown Lands, Valuer General NSW and Cemeteries and Crematoria NSW. Michael is a graduate of the company directors course program of the Australian Institute of Company Directors.

Appendix 7.3 List of cases completed in 2024-25

Case	Primary LGA	Date of completion
REQUESTS FOR ADVICE		
34-46 Brookhollow Avenue, Norwest	The Hills Shire	23-Sep-24
505 Minmi Road Fletcher Planning Proposal	Newcastle	04-Dec-24
Gateway determination review – "Allfarthing" – 2 Brisbane Grove Road Goulburn (PP-2024-295)	Goulburn Mulwaree	30-Apr-25
Gateway determination review – 137 Brisbane Grove Road, Goulburn (PP-2024-291)	Goulburn Mulwaree	30-Apr-25
Georges Cove Marina – Gateway Determination – 146 Newbridge Rd Moorebank	Liverpool	04-Jun-25
Gateway Determination Review – 310 Terrigal Drive, Terrigal (PP-2023-1899)	Central Coast	18-Jun-25
MINING AND PETROLEUM GATEWAY PANEL		
Cadia Valley Continued Operations	Orange	25-Oct-24
Cadia Valley Continued Operations Project Gateway Certificate application - amendments to project design and associated disturbance area	Orange	05-May-25

Case	Туре	Capital Investment Value (\$AUD)	Construction jobs	Operational jobs	Primary LGA	Decision	Date of decision
ROUTINE DETERMINATION	S						
Redfern Mixed Use Co-living Housing Development	Mixed Use	\$38,000,000	100	25	Sydney	Approved	04-Sep-24
Baptistcare Carlingford - Seniors Housing	Seniors Housing	\$188,235,000	551	142	Parramatta	Approved	13-Sep-24
Dee Why - Mixed use development with in-fill affordable housing, 4 Delmar Parade and 812 Pittwater Road, Dee Why (SSD- 68230714)	Mixed Use	\$97,818,200	200	10	Northern Beaches	Approved	20-Dec-24
Central Barangaroo Early Works - Hickson Road Interface	Mixed Use	\$15,600,000	39	0	Sydney	Approved	31-Jan-25
Mundamia Residential Subdivision MOD 4	Residential	\$-	0	0	Shoalhaven	Approved	20-Feb-25
Lake Macquarie Private Hospital Extension (SSD- 38025700)	Hospital and Health	\$144,642,000	75	189	Lake Macquarie	Approved	29-May-25
Lake Macquarie Private Hospital Tower (SSD- 71941462)	Hospital and Health	\$40,422,824	50	50	Lake Macquarie	Approved	29-May-25
Northern Coal Services Mod 5 (SSD-5145-Mod-5)	Resource	\$-	0	0	Lake Macquarie	Approved	26-Jun-25

Case	Туре	Capital Investment Value (\$AUD)	Construction jobs	Operational jobs	Primary LGA	Decision	Date of decision				
DETERMINATIONS WITH SCHEDULED PUBLIC MEETINGS											
Eagleton Quarry Project*	Resource	\$2,496,548	4	20	Port Stephens	Approved	08-Jul-24				
Birriwa Solar	Renewable	\$1,017,170,700	500	20	Warrumbungle Shire	Approved	16-Aug-24				
Hills of Gold	Renewable	\$826,400,000	211	28	Tamworth Regional	Approved	09-Sep-24				
Wallaroo Solar	Renewable	\$166,108,964	200	5	Yass Valley	Approved	11-Sep-24				
Spicers Creek Wind Farm	Renewable	\$2,000,000,000	590	12	Warrumbungle Shire	Approved	31-Oct-24				
Middlebrook Solar	Renewable	\$856,000,000	400	15	Tamworth Regional	Approved	11-Nov-24				
Sancrox Quarry Expansion Project*	Resource	\$12,500,000	80	25	Port Macquarie- Hastings	Approved	26-Nov-24				
Stone Ridge Quarry	Resource	\$29,350,000	15	15	Port Stephens	Approved	16-Dec-24				
Crows Nest - Mixed use development including in-fill affordable housing - Five Ways, Crows Nest (SSD- 66826207)*	Mixed Use	\$141,300,000	642	55	North Sydney	Approved	23-Dec-24				
Moss Vale Plastics Recycling Facility	Industrial	\$88,120,922	200	140	Wingecarribee	Refused	24-Jan-25				
Springvale Water Treatment Facility Modification 11 (SSD-7592 MOD 11)	Coal	\$-	0	0	Lithgow	Approved	28-Mar-25				

Case	Туре	Capital Investment Value (\$AUD)	Construction jobs	Operational jobs	Primary LGA	Decision	Date of decision			
DETERMINATIONS WITH SCHEDULED PUBLIC MEETINGS										
Pathways Cremorne Seniors Housing (SSD-49472213)	Seniors Housing	\$92,206,570	150	80	North Sydney	Approved	04-Apr-25			
Muswellbrook Solar Farm	Renewable	\$301,953,424	200	9	Muswellbrook	Approved	28-May-25			
Valley of the Winds Wind Farm (SSD-10461)	Renewable	\$1,680,000,000	400	50	Warrumbungle Shire	Approved	11-Jun-25			
Harbourside Shopping Centre Redevelopment - Public Domain and Bridges (SSD-49653211)*	Commercial	\$63,516,000	100	10	Sydney	Approved	19-Jun-25			

^{*}Public meetings for four cases were scheduled but did not go ahead due to low levels of interest from the community.

For more information, please contact the Office of the Independent Planning Commission NSW

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