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# Service growing communities

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# 04



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## Strategic directions

- ▶ Deliver housing in great neighbourhoods for all parts of the community
  - ▶ Improve access to efficient, quality services through better use of assets and a better mix of physical infrastructure and technology-enabled solutions
  - ▶ Continue NSW's investment program in sectors that require renewal, with a focus on TAFE and Justice
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Infrastructure delivers fundamental human services, underpins community liveability and supports positive social and economic outcomes for NSW citizens.<sup>106</sup>

The NSW Government also has a vision to attract and retain skilled people and investment in talent-based industries from around the world.<sup>107</sup> Those people will relocate to NSW if services and infrastructure support a good quality of life.

### 4.1 NSW should plan for ongoing population growth

One in three people living in Australia resides in NSW.<sup>108</sup> However, historical levels of population growth have been interrupted as a result of the COVID-19 pandemic, with travel restrictions resulting in a significant drop in migrant arrivals.

Annual population growth in NSW slowed from 1.1% in the 12-month period ending March 2020, prior to the pandemic, to 0.3% in the 12-month period ending June 2021.<sup>109,110</sup> As a result, the NSW population projections have been revised down from 10.6 million by 2041 to 9.9 million in the Q2 2022 update developed by the Department of Planning and Environment (DPE), as shown in Figure 4.1.<sup>111</sup>

The last two years saw people moving from the major metropolitan centres, like Sydney, to regional areas. However, Sydney is still expected to grow and remain the dominant centre for population growth in all scenarios.<sup>112</sup>

At the time of this Strategy's release, there is greater than usual uncertainty around population projections as the long-term impact (if any) of the pandemic on migration flows cannot yet be determined. DPE has been updating its population projections on a quarterly basis, using a scenario-based approach, to reflect future uncertainties during this period.

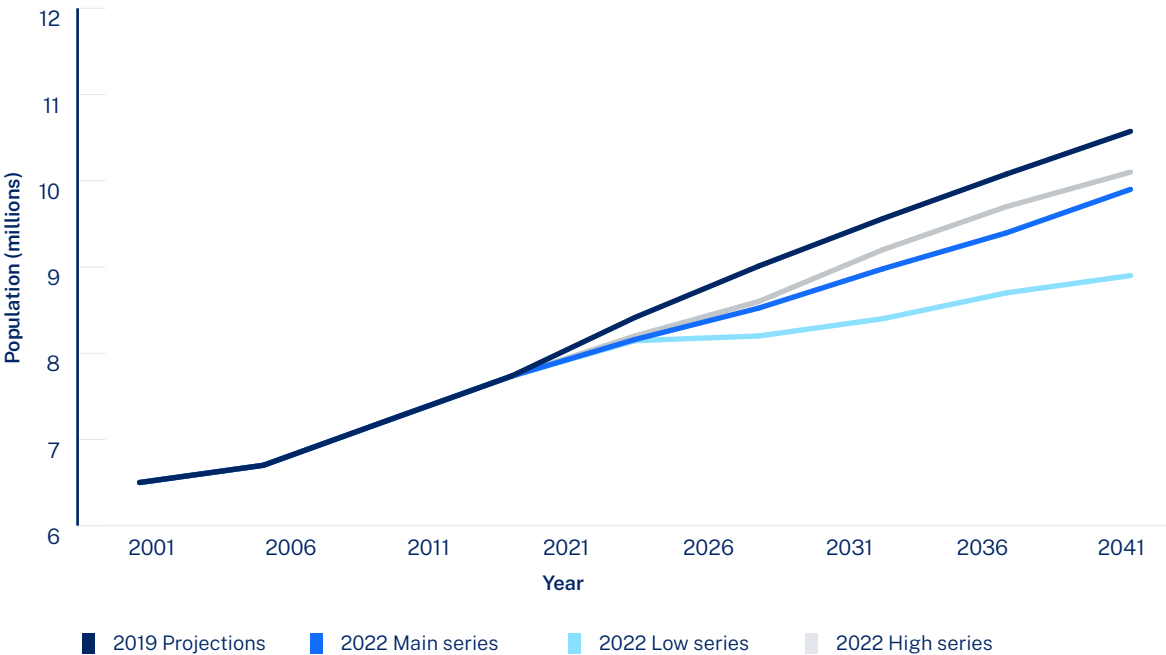
Several factors will affect whether lower than trend growth persists. First, the extent of hybrid and remote work over the long term could encourage people to relocate outside Greater Sydney.<sup>113,114</sup> Second, the speed at which cross-border migration recovers to pre-pandemic levels will affect the State's population growth and demographic profile.

Broader global dynamics and uncertainties will also shape population growth and the attractiveness of NSW as a destination of choice by migrants. These include:

- ▶ impacts of political instability overseas, and potential climate change disruptions
- ▶ competition for skilled labour, particularly around STEM capabilities in knowledge industries
- ▶ falling fertility rates across both developed and emerging economies, as well as increasing life expectancy as a result of improved healthcare.

Faced with these uncertainties, it is prudent to adopt a flexible approach to long-term planning whereby central assumptions are tested regularly to inform future investment decisions. However, with 'lumpy' infrastructure (where there are large up-front costs), it is better to be a little ahead of demand than behind. NSW should therefore plan and prepare for ongoing growth.

Figure 4.1 – NSW population projections to 2041<sup>115</sup>



Source: DPE Common Planning Assumptions (Q2 2022)

## 4.2 Access to housing is critical for a flourishing community

Access to housing supports participation in work, education and the community<sup>116</sup> and is essential to wellbeing and prosperity. It also influences future demand for health and social services.<sup>117</sup> The NSW Government has a role in housing to:

- ▶ facilitate general housing market supply to enable households with median incomes to buy or rent housing
- ▶ facilitate supply of affordable rental housing for eligible households on lower incomes or facing disruption, including workers involved in providing essential services (for example, food and essential groceries, caring services, sanitation and fuel supplies)
- ▶ supply and manage social housing for households on persistently low incomes, often with full or partial reliance on social security payments, and those seeking crisis housing such as victims of domestic violence
- ▶ support housing for workers who provide essential frontline public service delivery (such as teachers, healthcare workers and police) in regional and remote locations where there are barriers to an efficient private housing market.

Housing supply and affordability remain a challenge and a priority for the NSW Government. House prices have risen sharply through 2020 and 2021.<sup>118</sup> The homeownership rate is projected to decline from 66% today to 58% by 2060-61. If those who retire without owning a home require

social housing at a similar rate to today's retirees, this will increase demand for social housing by 68,000 households by 2060-61 and cost an additional \$12.1 billion (2019-20 dollars).<sup>119</sup>

The NSW Government has released the *NSW Housing Strategy: Housing 2041*, which aims to drive housing supply, diversity, affordability and resilience. It looks to achieve this by:

- ▶ using data and evidence-based decision making to increase transparency and coordination of the housing and enabling infrastructure delivery
- ▶ implementing planning and regulation reforms to facilitate faster planning assessments and reduce rezoning timeframes
- ▶ leveraging government-owned land, investment and assets, including continued investment in social housing and support for the supply of suitable housing for essential workers.<sup>120</sup>

In 2019, DPE projected that Greater Sydney would require 1 million additional homes by 2041. It was also expected that 3.5 million people may live in regional NSW, requiring an additional 290,000 homes.<sup>121</sup> These projections did not fully reflect the impact of the COVID-19 pandemic, the long-term impact of the 'Black Summer' bushfires and the 2022 floods, but they highlight the scale of the demand for housing over the next 20 years. Meeting this demand will require the Government to deliver an ongoing program of investments and complementary initiatives.

### Coordinating infrastructure delivery with new housing supply

Adequate housing supply requires timely provision of infrastructure aligned with rezonings and approvals. The State provides infrastructure to support new homes including road upgrades, public space and some community facilities, which are often developed in cooperation with local government and private sector developers. While commonplace, the rate at which such infrastructure is confirmed and provided is a significant influence on the capacity of the private sector to plan, finance and implement their own investment program. On this front, issues have been reported across numerous locations of the State, including Western Sydney, the Hunter region and parts of regional NSW – many of which are greenfield. The highest greenfield priorities for new housing and infrastructure are in North West and South West Sydney, Greater Newcastle and the Hunter, and in regional centres where Special Activation Precincts and Regional Job Precincts will create demand for homes. These areas should be prioritised for infrastructure delivery.

There are more general initiatives designed to improve the coordination of infrastructure delivery. In Greater Sydney, DPE has established the Urban Development Program (UDP) to monitor housing and employment land supply and to facilitate infrastructure coordination.<sup>122</sup> The UDP seeks to provide more transparent, detailed and accessible data on housing and land rezonings to all stakeholders, promote broader and earlier

industry and government engagement, and improve coordination of infrastructure service delivery needed in greenfield and brownfield areas where housing is delivered by the private sector. There are plans to enhance the UDP Dashboard, which brings together housing data into a central repository on DPE's website.

For regional areas, the NSW Government has established the Regional Housing Taskforce to investigate regional housing issues and planning barriers. The taskforce has identified enabling infrastructure as a key requirement to support growth in housing supply.<sup>123</sup> Measures to promote the coordination of planning and infrastructure are discussed in Chapter 10, but some recommendations are provided in this chapter on infrastructure investment programs required to support existing rezoned land (greenfield and infill).

The Regional Housing Taskforce has also found that there is need for increased availability of diverse and affordable rental housing in regional and rural areas to attract and retain essential workers (Box 4.1). This includes those who deliver critical frontline public services such as education, healthcare and emergency services.<sup>124</sup>

#### Box 4.1

##### **Housing supply is critical to attracting workers and investment**

Access to affordable and quality housing is a key enabler for prosperous and thriving communities. Workers often avoid accepting employment in areas where appropriate housing is unavailable. This can disrupt business activity and the provision of critical frontline public services like policing, health and education. This poses a risk to NSW agencies' goals of providing equity of access to services regardless of location.<sup>125</sup>

This is a particularly prominent issue in regional NSW, given that regional house prices rose by 29.8% in the year to December 2021 compared to Sydney price rises of 25.3%.<sup>126</sup> Rental vacancy rates in regional NSW have experienced a sharp decline.<sup>127</sup> Lack of access to housing is a significant impediment to attracting staff to regional NSW. Ensuring an adequate and diverse supply of housing will be critical to addressing skills shortages, particularly in areas that are a focus of government investment, such as the SAPs.

The Regional Housing Taskforce recommended the NSW Government:

- ▶ facilitate the strategic use of government-owned land to provide improved housing outcomes, including identifying priority sites for housing and the removal of policy barriers that prevent utilisation of existing government land and property assets for housing
- ▶ establish an ongoing program to deliver new and renewed social and affordable rental housing in the regions through partnership between government housing providers, local government and the community housing sector
- ▶ review incentives and planning controls for affordable and social housing
- ▶ reduce barriers to Public Private Partnerships (PPPs) that deliver social and affordable housing, and housing for essential workers
- ▶ prioritise diverse and affordable housing through regional and local strategic plans.<sup>128</sup>

The Department of Regional NSW is working with the Regional Housing Taskforce and DPE to deliver Regional Housing Delivery Plans in the second half of 2022. These plans will provide place-based solutions to support housing supply for regional areas.

## Align funding approval processes with the nature of works

Some sources of funds in the NSW Government have particularly high levels of rigour and staged decision making, often involving several agencies. This is warranted where there are competing demands on earmarked funds or high levels of complexity and risk. However, it is not so well suited to more routine and incremental infrastructure that supports housing supply.

For example, funds from Restart NSW have been used to support housing supply, including around \$767 million for the Housing Acceleration Fund (HAF). However, funding allocations from Restart NSW involve significant degrees of evaluation and administration with business cases, stages of approvals and funding deeds, despite efforts to streamline these processes.

Programs of more routine State infrastructure may require funding sources and processes that are proportionate to the complexity of the infrastructure, the rolling nature of investment and the timeframes required to support private sector investment.

## Delivering social and affordable housing for those in need

The 2018 State Infrastructure Strategy called for a greater focus on social housing. Since then, as a result of tight housing market conditions, demand for social housing has increased.

Between 2012 and 2020, the number of social housing dwellings increased by 5% in NSW, from 146,199 to 153,877.<sup>129</sup> However, this has not been enough to keep pace with demand or to maintain quality standards:

- ▶ Over the 12 years to 2021, unmet demand for priority social housing assistance increased by 77%.<sup>130</sup>
- ▶ Lack of capital is a major constraint to social housing development, as public social housing supply is funded from tenant rents and sales of other social housing dwellings.
- ▶ As at 30 June 2021, more than 100,000 people were waiting for social housing, which equates to over 50,000 extra homes.<sup>131</sup>
- ▶ 90% of these people wait 10 years, on average, to be allocated social housing.
- ▶ Over 2400 women are estimated to have returned to living with a violent partner because of a lack of an affordable alternative, with a further 2410 becoming homeless after fleeing domestic violence, as at October 2021.<sup>132</sup>
- ▶ Much of the portfolio is under-occupied – about 77% of all applicants require smaller homes, while almost half of Government social

housing is larger properties with three or more bedrooms.<sup>133</sup>

- ▶ Unmet demand for Aboriginal housing is expected to result in an undersupply of more than 12,500 homes by 2031, more than twice the current stock.<sup>134</sup>

Across NSW, while properties meet the Residential Tenancies Act 2010 housing quality requirements, 10% of government-managed social housing sits below the Land and Housing Corporation's own quality standards.<sup>135</sup> It is estimated that without funding injections, the Government could lose more than 3000 social housing properties over the next 10 years due to untenable properties, write offs and disposal.<sup>136</sup>

The 2020-21 economic downturn placed further pressures on social housing, increasing the risk of homelessness and demand for temporary accommodation.<sup>137,138</sup> Priority households on the social housing register increased by 29% between 2019-20 and 2020-21. Social and affordable housing pressures in regional NSW have been an ongoing issue due to factors including planning issues, limited land availability, low value land, lack of capital and the size and expertise of the development sector in regional NSW.<sup>139,140</sup> However, the spike in demand over 2020-21 amplified declining rates of vacancy and affordability, with private market rents increasing by 10% and vacancy rates falling below 1% in some regional communities.<sup>141</sup>

In addition, impacts of natural disasters are often disproportionately felt by the most socially and economically vulnerable people and households. These are often the largest consumers of government services; therefore, the greatest gains in wellbeing can be achieved by prioritising investment to reduce risk for these communities.<sup>142</sup> Well-located social housing, improved maintenance and, where required, upgrades of social housing assets should ensure that tenants are safe and protected from shock events, including from under- and over-heating and flood exposure.<sup>143, 144</sup> There are well-established benefits for tenants from designing and maintaining social housing to modern standards and integrating social housing in mixed tenure communities that are resilient and well-connected to services and infrastructure.<sup>145, 146</sup>

NSW agencies are examining how current and emerging social housing funding models can stimulate additional supply and higher quality.<sup>147</sup> Agencies are examining the impacts of current development approval processes and how improved partnering with local councils, community housing providers and the private sector can increase supply. The Regional Housing Taskforce has recommended reviewing funding and financing arrangements for regional NSW due to the scale of social and affordable housing challenges.<sup>148</sup> Given the considerable undersupply and critical enabling role that stable housing provides, identifying and implementing a revised funding model should be prioritised. A revised funding model should:

- ▶ stimulate supply in locations of greatest need, and for a range of land values
- ▶ support cost margins that enable mixed tenure, rather than perpetuating concentrations of social housing
- ▶ leverage upfront investment for shared community and commercial benefits.

### 4.3 Great neighbourhoods with open spaces and amenities

Community wellbeing is supported by access to open and recreational spaces, such as parks, sporting and cultural facilities, as well as infrastructure that supports walking and cycling (active transport). Every kilometre walked or cycled helps to improve health by raising physical activity levels and reducing the burden of non-communicable diseases, as well as supporting improved mental health.<sup>149, 150</sup> Active transport also helps to reduce congestion on other modes of transport.<sup>151</sup> The importance of open and recreational space was highlighted throughout the pandemic and is expected to increase as urban density rises.

Active transport infrastructure should be planned and considered alongside education, sporting and cultural facilities. Access to infrastructure that supports active and healthy lifestyles must be embedded in development approvals for new residential communities and for urban renewal projects. Integrating open space and active transport infrastructure into existing assets is one of the key design principles highlighted by the NSW Government Architect.<sup>152</sup> It creates opportunities for existing infrastructure to support multiple purposes. Linear transport infrastructure, such as transport corridors and waterways, can provide better links for existing assets. The public realm of new vertical infrastructure, such as hospitals, schools, aged care facilities and social housing, can also support the creation of more open space.

However, there are serious barriers. Insufficient local infrastructure contributions have, in some cases, meant that councils do not have adequate funding to purchase land in the early phases of development. In response to funding shortfalls and rising community demand, DPE launched the Public Spaces Legacy Program and Streets as Shared Spaces program to provide grants to convert underutilised streets into green urban spaces.



#### Box 4.2

##### Public Spaces Legacy Program

DPE is delivering a \$250 million NSW Public Spaces Legacy Program as part of ongoing work to protect the health of the community, provide economic stimulus in response to the COVID-19 pandemic and deliver a legacy of safe, quality public and open space.<sup>153</sup>

The program, launched in August 2020, provides grant funding for public space improvements, giving local councils an incentive to accelerate their assessments of development applications (DAs) and rezonings to create new development capacity and meet demand for housing and employment over the next decade.

Projects in over 60 local government areas have been approved as part of the program. Projects include a diverse range of public open spaces including new and improved walking and cycle paths, parks, trails and boardwalks, lookouts, foreshores and riverfronts, play spaces, civic plazas, and outdoor event and performance spaces.

## 4.4 Partnering with Aboriginal communities

Many opportunities exist to engage and partner with Aboriginal communities to improve access to infrastructure, services and employment. Combined with the right approach to collaboration, these opportunities can enable the achievement of better outcomes for Aboriginal people.

For example, DPE's Roads to Home program seeks to improve quality of life and local economic opportunities for Aboriginal communities through upgrades to essential roads and associated infrastructure that improves access to emergency services, waste collection, postal delivery and community transport. Currently, the Roads to Home program is supporting 33 of the 61 discrete Aboriginal communities across NSW.<sup>154</sup>

Beyond providing access to basic services, the delivery of essential infrastructure can allow Aboriginal communities to leverage the economic opportunities presented by their land holdings.

Overcrowding and poor-quality housing in remote Aboriginal communities is an ongoing challenge.<sup>155</sup> Targeted funding for new supply and maintenance of Aboriginal housing can improve living conditions and help reduce homelessness and overcrowding. However, the recent round for funding applications from the Aboriginal Community Housing Infrastructure Fund suggests there is a backlog of maintenance and investment needs for Aboriginal housing.<sup>156</sup>

Tackling overcrowding and inadequate housing – which contribute to economic and social disadvantage through impacts on health and educational outcomes<sup>157</sup> – are key objectives of the National Agreement on Closing the Gap (see Box 4.3).<sup>158</sup>

The priorities of the NSW Government are to deliver high quality services, improve social outcomes and break the cycle of disadvantage for NSW citizens. To support these priorities, infrastructure planning needs to focus on facilitating wellbeing outcomes by targeting specific community needs and ensuring that quality services are available to all NSW citizens, including vulnerable and Aboriginal people.<sup>159</sup>

Infrastructure planning must also include meaningful engagement with communities, particularly Aboriginal communities, to ensure the right needs and evidence-based aspirations are identified. To develop their *Strong Family, Strong Communities* housing strategy, the Aboriginal Housing Office undertook 'Listen and Yarn' engagements across the state to co-design solutions that meet the needs and aspirations of Aboriginal communities.

### Box 4.3

#### Infrastructure's role in the National Agreement on Closing the Gap

Signed in July 2020, the National Agreement on Closing the Gap commits all State and Territory governments to achieve better life opportunities and wellbeing for all Aboriginal people.

There are implications for infrastructure across all identified priority reform areas. Priority Reform 5, specific to NSW, seeks to empower Aboriginal people to access pathways to education, training and employment that align with their aspirations, and enable Aboriginal businesses to grow and flourish. Infrastructure is an enabler for training and educational services and an integrated approach to procurement across the NSW Government will offer opportunities for government to better engage with Aboriginal businesses (see Chapter 11 for more).

Among the 17 socio-economic outcomes and corresponding targets set to measure progress on Closing the Gap, those relevant to infrastructure are:

- ▶ **Outcome 9 target:** to increase the proportion of Aboriginal people living in appropriately sized (not overcrowded) housing to 88% by 2031, supporting appropriate, affordable housing that is aligned with their needs
- ▶ **Outcome 17 target:** for Aboriginal people to have equal levels of digital inclusion by 2026, enabling participation in informed decision making regarding their own lives.

## 4.5 Meeting future demand and modernising social services

As the State population grows, so too will demand for government services. At the same time, changing demographics, technology, customer preferences and community needs mean that government services will need to continuously adapt.

Government approaches to service planning, design and delivery will need to consider affordability, efficiency and innovative delivery models. Greater adoption of innovative service delivery including use of digital and technology solutions was one of the key directions of the 2018 SIS, and it is even more relevant for this Strategy. The rapid acceleration in take up of digitally-delivered government services during the pandemic brought forward a level of acceptance that would not have previously been thought possible.

There are many opportunities across the NSW Government for adopting digital solutions in service delivery. This includes home-based virtual care, disability services, remote learning and digital courts. Administrative services delivered by government also present significant opportunities through digitisation, such as registrations, licence renewals, development approvals and land valuation (see Chapter 9 for more).

Infrastructure planning should be done on the basis that a larger proportion of government services can be delivered through digital means and support this outcome.

Complementing more digital services, physical government facilities need to be modernised and potentially relocated for better service delivery. In some cases, existing assets are not in locations aligned with demand. Even if they are in the right locations, some facilities are outdated and no longer suitable to meet modern service needs. Regional courts are examples where existing assets are ageing and no longer fit for purpose; in many places, courts are located in old buildings that can't be retrofitted with equipment and engineering – such as digital connectivity – to meet modern service needs.

Co-location of physical government facilities and services can streamline customer experiences and reduce complexity for citizens. In regional and rural areas, with lower population density, citizens would benefit from greater co-location of services so that infrastructure can be used for multiple purposes.

Where assets are poorly located or unable to support modern digital services and co-location opportunities, divestment of these assets should be considered. Sale of assets can support greater benefits by generating revenues for investment in new local assets, and divested assets also have the potential to be repurposed by the private sector. There are many instances in which heritage assets have been refurbished and repurposed by the hospitality sector; for example, old sandstone government buildings have been converted into hotels or restaurants that support the visitor economy.<sup>160</sup>

**Box 4.4**

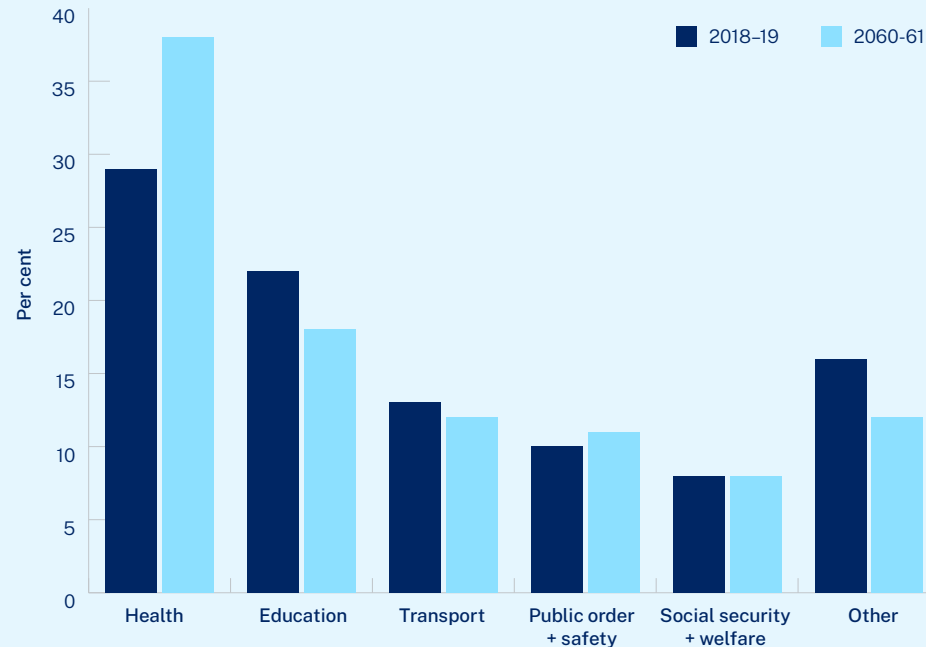
**Projected growth in NSW Government spending on services**

According to NSW Treasury's *2021 Intergenerational Report*, NSW Government's recurrent spending (that is, spending on non-capital expenses to deliver services – such as salaries for teachers and nurses, and other day-to-day costs incurred with service delivery) is projected to grow faster than the pace of the economy.

In 2018-19, total government recurrent spending represented 12.5% of Gross State Product (GSP). This number is projected to increase to 14.5% of GSP by 2060-61, if no changes are made to government policy settings and the way in which services are delivered.

As shown in Figure 4.2, spending on health services is projected to be the biggest component of government expenses by 2060-61, representing nearly 40% of total recurrent expenditure.

**Figure 4.2 – Recurrent expenses by service area as a share of total recurrent expenses**



Source: NSW Treasury 2021<sup>161</sup>

## 4.6 Stay the course on sector-specific strategies

### Health and Education infrastructure strategies are well underway

NSW Health's *20-Year Health Infrastructure Strategy and eHealth Strategy* outline the NSW Government's approach to planning, modernising and investing in the State's health services. These strategies have a greater focus on virtual and digitally enabled care in non-hospital settings such as home-based care. Maintaining and making better use of existing built assets, complemented by initiatives to reduce demand such as the *NSW Healthy Eating and Active Living Strategy*, are also highlighted as priorities.

A focus on innovative service delivery models enabled by digital solutions should remain NSW Government priorities. Meanwhile, investment in new built health infrastructure should align with geographic needs and projected growth in demand.

In 2016, the Department of Education prepared the *School Assets Strategic Plan* outlining long-term infrastructure and funding needs to meet projected growth in school enrolments to 2031. Following this, NSW Government funding for new and upgraded schools increased significantly

from \$2.4 billion in 2016-17 to \$4.2 billion in 2017-18. Since its 2017 establishment, School Infrastructure NSW (SINSW) has overseen this significantly larger program of investments, including prioritising projects based on community demand and needs.

However, the 2021 NSW Auditor-General's Report on *Delivering school infrastructure* highlighted that there is scope for SINSW to strengthen its practices in relation to project prioritisation, options development (including design options), investment appraisals and project cost management. Prioritisation of SINSW's capital program should align with geographic needs and projected population-based demand. Coordination with other government agencies – particularly the Department of Planning and Environment and Transport for NSW – is essential and should be actively pursued to ensure there is strong alignment and shared awareness of strategic planning priorities across the State (see Chapter 10 for more).

### Courts and Justice infrastructure priorities are an ongoing focus

The forthcoming Department of Communities and Justice (DCJ) 20-year Infrastructure Strategy outlines infrastructure priorities for the cluster. While many of the programs delivered by DCJ

do not require physical assets (for example, out-of-home-care services delivered by not-for-profit service providers), the cluster manages an estimated \$8.9 billion asset portfolio. This includes assets owned by DCJ (primarily courts), leased by DCJ (such as premises leased to provide services to young people in the community) and owned by DCJ but commissioned out to third parties to operate (such as prisons managed through a Public Private Partnership model).

Similar to directions being pursued by other NSW Government agencies, the DCJ strategy has a strong focus on efficient use of existing assets through proactive maintenance, digitisation of services and operations, outcomes-led planning and applying a portfolio-based approach to strengthen planning and prioritisation of investments.

Growth in service demand will require a particular focus on two types of assets: courts and correctional services. The growing State population continues to put demand pressures on court services. The existing network of courts has insufficient capacity to meet the increasing caseload, particularly in fast growing areas such as South West Sydney. A review of and planning for options to provide modern, fit-for-purpose court facilities in the Sydney CBD is also a short-term priority.

Concurrently, across Greater Sydney, demand pressures on correctional services continue to grow. While the Government's Prison Bed Capacity Program delivered an additional 6000 prison beds between 2016 and 2021 to address short-term constraints, the growing population and associated demand for prison beds means investment in a new correctional facility within Greater Sydney will be needed.<sup>162</sup>

In planning for a new correctional facility, the NSW Government should consider locations, design and complementary programs that best support the *Premier's Priority* of reducing recidivism in the prison population. Visits by family and friends are known to significantly improve outcomes for offenders during their time in prison, and once released. In this regard, the accessibility of a correctional facility for family and friends matters significantly.

### **TAFE NSW investment should be prioritised**

Training and skilling the NSW workforce to meet changing community and industry needs is fundamental to a thriving economy and society. TAFE NSW continues to enrol an increasing number of students, including through blended (virtual and in-person) delivery models. In response to the pandemic, nearly 500,000 students had access to virtual learning and training.<sup>163</sup>

To ensure programs on offer remain relevant, accessible and fit-for-purpose, the *20-year TAFE NSW Infrastructure Strategy* seeks to optimise the existing TAFE asset portfolio through digitisation and upgrades, while ensuring experiential learning is provided through existing and new facilities. Strengthening partnerships and exploring collaboration opportunities with industry is also a key focus. TAFE NSW should be supported to implement the strategy by developing an actionable and prioritised plan that can be achieved over the medium term.

## 4.7 Recommendations

No	Recommendations	Implementation timeframe	Lead agency
10	<p><b>Fund and deliver enabling infrastructure to support approved or pending housing supply.</b></p> <p>The initial focus should be on:</p> <ul style="list-style-type: none"> <li>– North West Growth Areas and South West Growth Areas in Sydney</li> <li>– Greater Macarthur including Wilton, and Greater Penrith to Eastern Creek</li> <li>– Greater Newcastle and Hunter Region new housing areas</li> <li>– regional areas affected by growth in Special Activation Precincts (SAPs) and Regional Job Precincts (RJPs), and areas identified in the forthcoming review by the Regional Housing Taskforce.</li> </ul>	Extended Program	Planning and Environment & Transport
11	<p><b>Fund and deliver a prioritised active transport infrastructure program to support liveability and 15-minute neighbourhoods</b> including a connected metropolitan cycling network for Greater Sydney and major regional centres</p>	Extended Program	Planning and Environment & Transport
12	<p><b>Establish a financially sustainable social housing and related infrastructure program</b></p>		
	a. Deliver a planned and preventative capital maintenance program to improve the quality and extend the life of homes, including properties used as domestic and family violence refuges and for transitional housing.	Immediate Priority	Planning and Environment & Stronger Communities
	b. Deliver a housing program that delivers new and diverse social, affordable and market housing supply to meet demand in partnership with the community housing and private sectors.	Extended Program	Planning and Environment
	c. Develop a sustainable long-term housing funding model that leverages Land and Housing Corporation (LAHC) land, private sector investment and National Housing Finance and Investment Corporation (NHFIC) financing through community housing partners.	Medium Term Need	Treasury & Planning and Environment
	d. Ensure strategic land use plans consider social and affordable housing developments in locations well-connected to key infrastructure, services and amenities, and promote mixed tenure and diverse community outcomes.	Extended Program	Planning and Environment

No	Recommendations	Implementation timeframe	Lead agency
13	<p><b>Deliver Aboriginal housing and enabling infrastructure programs in partnership with local communities, including:</b></p> <p>a. Recommit to the Roads to Home program.</p> <p>b. New supply and housing upgrades through current and future rounds of the Aboriginal Housing Office capital works program and Aboriginal Community Housing Investment Fund (ACHIF). Initial priorities in remote areas include Cobar, Broken Hill and Bourke.</p> <p>c. Initiatives to enhance the Roads to Home Program and the ACHIF to meet basic infrastructure and health needs of remote Aboriginal communities including potable water, electricity, and internet connection.</p>		
14	<p><b>Improve efficiency and service quality in the social infrastructure sectors through co-location, and divestment of legacy assets</b></p> <p>a. Pursue opportunities for divestment and adaptive reuse of assets and facilities that no longer meet modern service standards, including those constrained by heritage requirements. Divestment proceeds should be reinvested to deliver local infrastructure and services.</p> <p>b. Explore co-location opportunities to improve customer service and efficiency at key decision points such as new investments and upgrades.</p>		

No	Recommendations	Implementation timeframe	Lead agency
15	<b>Establish a prioritised program of investments for Justice and TAFE NSW infrastructure services, and identify options to complement initiatives outlined in the 20-year health and education sector infrastructure strategies</b>		
	a. Justice sector priorities include: <ul style="list-style-type: none"> <li>- increasing the operational capacity and capability of courthouses in key locations across regional NSW, including through digitisation and augmentation</li> <li>- providing modern, fit-for-purpose court facilities in the Sydney CBD</li> <li>- delivering additional correctional capacity within Greater Sydney to address existing and projected prison bed capacity issues</li> <li>- developing the investment case for additional court capacity in South West Sydney.</li> </ul>	Extended program	Stronger Communities
	b. Progress planning and delivery of key investments consistent with the forthcoming <i>20-year TAFE NSW Infrastructure Strategy</i> .	Extended program	TAFE NSW