

Landcom Design Review Panel Charter

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1 Introduction

Landcom supplies home sites through the delivery of sustainable masterplanned communities, development projects, and built form with a focus on expanding the stock of affordable and diverse housing. Landcom's ambition is to make a positive difference in people's lives across NSW by increasing the supply, affordability and diversity of housing and creating sustainable communities.

We recognise the important role of good design to achieving our ambition and we have established the Landcom Design Review Panel (LDRP) to help achieve superior design outcomes.

This Charter is the Terms of Reference for the LDRP. It sets out the purpose, scope and operational arrangements of the Panel and the roles and responsibilities of Panel Members, Alternate Panel Member and Landcom Staff.

2 Purpose

- a. The LDRP was established to provide Landcom with independent, expert and impartial design advice on our development projects in order to achieve good design outcomes across our project portfolio.
- b. The LDRP demonstrates a clear commitment to good design at Landcom and review by the LDRP is a requirement for Landcom's self-assessment of affordable housing projects.
- c. The LDRP advise on design by:
 - i. Providing consistent and independent review of the design elements of Landcom projects;
 - ii. Providing advice on how to balance environmental, social and economic objectives to achieve the best design outcome;
 - iii. Providing advice on how design quality may be applied to achieve Landcom's affordable, diverse and universal housing targets and sustainability targets;
 - iv. Providing advice on how to address the design principles in Landcom's Affordable Housing Design Guide (where applicable);
 - v. Providing advice on achieving Green Star certification (where applicable);
 - vi. Providing advice on how to prepare for external statutory design review processes; and
 - vii. Responding to any other design related requests made by the LDRP Secretariat.

3 Defined Terms

Term	i.Definition
CEO	Chief Executive Officer
LDRP	Landcom Design Review Panel
Design Team	Refers to the consultant team, including urban designer, architect and/or landscape architect engaged by the Project Team to provide design services for the project being presented to the LDRP.

Term	i.Definition
EGM	Executive General Manager
Panel Member	An individual member of the Landcom Design Review Panel.
Alternate Panel Member	Means an alternate Panel Member of the Landcom Design Review Panel.
Project Team	The Landcom Project Team that has responsibility for the project for which design advice is being sought from the LDRP.
Secretariat	Landcom Design Review Panel Secretariat. The role is carried out by the Housing Policy & Design Manager, within the Design & Place team.
Staff	Includes the Board, the CEO, all permanent and temporary employees and contingent workers engaged by Landcom. This term is used for the purposes of this Charter.
SDRP	NSW State Design Review Panel

4 NSW Protocols for design review

All LDRP sessions, Panel Members and Alternate Panel Member comply with the following protocols:

- a. Advisory. The LDRP does not make decisions, it offers impartial advice.
- b. Independent. Design review is conducted by people independent of any conflict of interest.
- c. Information about the Charter of the LDRP including membership and funding are publicly available.
- d. Timely. Design review takes place as early as possible in the design development process, is scheduled within a reasonable time frame, and design advice is issued promptly.
- e. Expert. Panel Members and Alternate Panel Members are experienced and respected design professionals who can clearly communicate their analysis and feedback.
- f. Diverse. The LDRP is representative of diverse professional design expertise, gender, cultural background and lived experience.
- g. Respectful. All parties behave with respect towards each other and within appropriate codes of conduct.
- h. Consistent. The advice received across subsequent LDRP sessions is consistent. Panel Members and Alternate Panel Members remain the same across sessions or are well-briefed and respectful of previous advice.
- i. Objective. The LDRP's feedback and analysis is objective, clear and constructive. It does not reflect the individual taste of panel members.
- j. Relevant. Design advice is relevant to the project stage, and scale, and Project Teams demonstrate a thoughtful and considered response to all advice.
- k. Accessible. Design advice, presentations and reports use language and drawings that are easily understood by Design Teams, Project Teams, the consent authority and the public.

5 Projects to be reviewed and timing

- a. Projects that will be self-assessed under the State Environmental Planning Policy Amendment (Housing) 2023 (Housing SEPP) must be brought to the LDRP for advice.
- b. Where a project is seeking Green Star certification, the LDRP will review projects in accordance with Green Star design review requirements. The LDRP will assist Landcom to meet the process and documentation requirements for a fully independent design review, as set by the Green Building Council of Australia under the appropriate rating tool chosen for a given project at the time. The LDRP will be provided the relevant Green Star standards a project is being assessed against, and be guided through the process by Landcom or its appointed Green Star professional. Projects seeking Green Star accreditation must come to the LDRP at least twice during a project's lifespan and specifically respond to feedback and suggestions provided by the LDRP to satisfy credit requirements.
- c. Other triggers for LDRP advice are summarised in Table 1. The exact timing and number of reviews may vary depending on the complexity of the proposal, and the business and project needs. Table 1 indicates the mandatory requirements, where relevant.
- d. Any exemption to a mandatory review requirement must be approved by the Project EGM and confirmed in an email to the LDRP Secretariat. A reason for the exemption should be noted in the email. Reasons for exemptions should not include insufficient time or budget. Examples of acceptable reasons for exemption include when the DA applies to non-design matters such as bulk earthworks only, or Landcom has undertaken previous design excellence processes, or Landcom does not have influence over the detailed design.
- e. A Project Team may also seek advice from individual Panel Members and/or Alternate Panel Members outside of normal LDRP meetings on matters such as, but not limited to:
 - i. Project design guidelines, to ensure these reflect the project vision/objectives, relevant best practice design and Landcom priorities; and
 - ii. Design briefs for design consultants, to ensure the brief attracts proposals that include the right skills, experience, and design expertise to achieve the best results for project in line with the project vision /objectives.
- f. Where individual Panel Member or Alternate Panel Member advice is sought on a matter, an upper limit on the hours to be spent on providing advice must be agreed between the Project Team, LDRP Secretariat and Panel Member, prior to work commencing.
- g. Where deemed appropriate by the LDRP Secretariat and the LDRP Chair, a copy of advice from an individual Panel Member or Alternate Panel Member should be circulated to the other Panel Members or Alternate Panel Members and/or a summary provided at the next LDRP meeting
- h. When a Landcom project is required to attend NSW State Design Review Panel (SDRP):
 - i. it must first attend the Landcom Design Review Panel;
 - ii. the SDRP session must be scheduled a minimum of 6 weeks after the Landcom Design Review Panel to allow time for the project team to respond to advice from the LDRP;
 - iii. the SDRP secretariat will ensure that at least one of Landcom's Panel Members and/ or Alternate Panel Members is/are also the SDRP members;
 - iv. Landcom will share Panel advice and design information with the SDRP Secretariat including:
 - The design team's presentation to the Landcom DRP including drawings;

- The Landcom DRP Advice sheet; and
 - The documented response to Landcom DRP advice, supported by drawings, where possible, or written explanation if necessary; and
- v. The above information shall be provided 1 week prior to the SDRP meeting date

Table 1 | Triggers for LDRP review, focus of review, and timing

Project type	Focus of review	Timing/ number of reviews
Affordable housing (self-assessment)	The Project Team must demonstrate how the development will achieve good design in accordance with the Goals and Principles set out in the Landcom Affordable Housing Design Guideline. For residential apartment development the Project Team must also demonstrate how the proposal addresses the design principles for residential apartment development set out in Schedule 9 of the Housing SEPP, as well as the Apartment Design Guide. For seniors housing, the Project Team must also demonstrate how the development has considered the Seniors Housing Design Guide and the design principles for seniors housing set out in Schedule 8 of the Housing SEPP.	Mandatory At least twice, as set out in Landcom's Guideline for self-assessment
Precinct masterplans, concept designs and built form that requires a Development Application (DA)	The LDRP should have regard to: • Green Star design review requirements, if seeking Green Star certification; • Project vision/objectives; • Relevant statutory design guidelines or principles; • Landcom priorities; • Local Council requirements; and • Secretary's environmental assessment requirements (SEARs), if a State Significant Development Application.	Mandatory A project must attend the LDRP at least once prior to lodgement of each Development Application (DA) or Planning Proposal (pre-lodgement review), unless otherwise agreed by the Project EGM. Attendance may include or be in addition to attendance for Green Star certification. Optional Projects are encouraged to attend more than once prior to each Development Application or Planning Proposal. Ideally, once when the design is at concept stage and again when the design is around 75% resolved. A project may also attend the LDRP to: • Seek advice on how to address comments from the consent authority or planning proposal authority (response to statutory comments); and/or

Project type	Focus of review	Timing/ number of reviews
		Provide an update on the outcome of a Development Application or Planning Proposal (project summary)
Any large piece of infrastructure e.g. bridge, park, public asset, library	The LDRP should have regard to: - Project vision/objectives; and - Landcom priorities.	Optional A project may attend the LDRP to: - Seek advice on pre-DA designs (pre-lodgement review) - Seek advice on how to address comments from the consent authority (response to statutory comments); and/or - Provide an update on the outcome of a DA (project summary).
Other	Determined by Project Team	A project may attend the LDRP when complex design issues have been identified.

6 Process for ensuring objectivity and independence of design review advice

To maintain the impartiality and objectivity of LDRP the process for handling, conducting the design reviews and disseminating the LDRP advice is set out below.

6.1 Process

- The Landcom Design & Place team provides design advice and support for projects including critical and impartial internal design review.
- The LDRP Secretariat, Director Design & Place and Director Strategy & Sustainability provide pre-briefing to the LDRP at the beginning of each meeting, prior to the Project and Design teams joining the meeting. This pre-briefing is the opportunity to objectively raise initial design issues or aspects they believe should be brought to the LDRPs attention.
- The Secretariat prepares advice sheets as drafts after each LDRP meeting. These are reviewed by the Landcom Director Design & Place and then sent to the LDRP Chair for review, finalisation and endorsement as 'Draft Advice'.
- This 'Draft Advice' is circulated to Project teams, to avoid delay, and circulated to the full LDRP Panel for review and endorsement.
- At the following LDRP meeting, the Panel Members endorse the 'Final Advice' with any revisions.
- The 'Final Advice' is circulated to the Project teams, and the Design & Place team work with the Project teams as needed, to ensure action and response to the advice.

7 Roles and responsibilities

The roles and responsibilities of all parties are set out below.

7.1 Design Review Panel

7.1.1 Panel Members and Alternate Panel Members

- a. The LDRP is advisory only and does not have a decision-making function.
- b. Panel Members and Alternate Panel Members are appointed by the Landcom CEO and contracted to supply advisory services.
- c. The LDRP consists of five (5) expert members who are the Panel Members and one (1) expert alternate member who are the Alternat Panel Member, selected by Landcom and endorsed by the Government Architect NSW comprising a cross-section of built environment design professionals working across NSW and nationally. All LDRP members are also SDRP Panel Members.
- d. Panel Members and Alternate Panel Members will be bound by Landcom Code of conduct for Suppliers.
- e. The key skills required for the LDRP are:
 - i. Urban design;
 - ii. Architecture;
 - iii. Landscape architecture; and
 - iv. Sustainable and resilient design.
- f. In addition to the skill and expertise requirements, each member will also have significant experience working on private and/or public land development projects.
- g. Each Panel Member and Alternate Panel Member's tenure will be for a period of either two (2) or four (4) years. The tenure of Panel Members will be staggered so that the panel membership is partially replaced every two (2) years. The tenure period may be extended by Landcom for up to a further two (2) years.
- h. Additional Panel Members and Alternate Panel Members may be recruited as required, including specialist experts where the complexity or nature of the proposal warrants specialist evaluation to support the LDRP's consideration. Specialist areas may include:
 - i. Open space and green infrastructure;
 - ii. European heritage; and/or
 - iii. Aboriginal cultural heritage design.
- i. All Panel Members (and the Alternate Panel Members if requested and agrees to attend the meeting in accordance with clause 7.1.1(j)) are required to:
 - i. Attend meetings having familiarised themselves with all information provided one week prior to the meeting and prepared initial queries or comments in advance, to enable effective use of the session time;
 - ii. Provide advice in a manner that is consistent with the LDRP design review protocols (see Section 4) and focus of the review (see Table 1); and
 - iii. Treat all discussions and information with sensitivity and confidentiality (see Section 10).
- j. Panel Members will be scheduled for 12 months of meetings in advance. If not required, meetings will be cancelled at least one week in advance. Panel Members must advise the Secretariat in advance (at least three business days prior) if they will not be able to attend. Alternate Panel Member(s) will be appointed

to be on call if available, should one or more Panel Member(s) not be able to attend the scheduled meeting(s).

- k. Panel Members must act lawfully and with honour, integrity and professionalism.
- l. Without limiting the above, Panel Members and Alternate Panel Members who have a pecuniary or non-pecuniary interest in any matter with which the LDRP is concerned, must disclose the nature of the interest as soon as practicable and for inclusion in the register of member declarations, interests and associations.
- m. The Panel Member (and the Alternate Panel Member if requested to, and attends, the meeting in accordance with clause 7.1.1(j)) -must declare the interest to the meeting and advise if they believe it represents a conflict of interests. The Chair and Executive General Manager with oversight of the LDRP will determine if the interest presents a conflict of interest. Where an interest is considered significant the Panel Member and/or the Alternate Panel Member will not participate for the relevant agenda item.
- n. Panel Members and/or Alternate Panel Members may escalate any concerns directly to the Landcom CEO.

7.1.2 Panel Chair

- a. The Chair is responsible for:
 - i. Ensuring meetings are run effectively with support of the Secretariat;
 - ii. Advising if they consider a declared interest represents a conflict of interest (see Section 8);
 - iii. Clarifying and summarising the LDRP's comments during the LDRP session; and
 - iv. Reviewing and endorsing of Draft and Final Advice sheets provided to Project Teams.
- b. The Chair will preside at every meeting of the LDRP unless they are unavailable, in which case they will nominate another member, in advance, to chair the meeting. Such nomination must be notified to the Secretariat before a meeting.

7.2 Landcom

7.2.1 Secretariat

- a. Landcom provides Secretariat support for the LDRP. The Secretariat:
 - i. Convenes LDRP meetings;
 - ii. Establishes the agenda for each meeting;
 - iii. Oversees meeting protocols in consultation with the LDRP;
 - iv. Provides the LDRP with a pre-briefing for each project agenda item, to raise any identified issues for LDRP consideration;
 - v. Prepares draft Advice sheets for review by the Chair and endorsement of LDRP;
 - vi. Maintains a register of member declarations, interests and associations;
 - vii. Tracks Project Team responses to LDRP advice in an ongoing record of advice and responses;
 - viii. Is responsible for communication with the LDRP, and between LDRP and Landcom Staff; and
 - ix. Distributes meeting papers (including finalised project drawings and reports) a minimum of five working days before the meeting.

- b. The Secretariat tracks Project Team reports responses to advice in an ongoing record of advice and responses. If the LDRP is not satisfied that advice has been adequately addressed, the LDRP or Secretariat may recommend the Project Team returns to the LDRP.

7.2.2 Project Teams

- a. For projects that are self-assessed, obligations for addressing the LDRP's advice are set out Landcom's Guideline for self-assessment.
- b. Project Teams undertaking Green Star rating review will have due regard to the design review advice.
- c. For all other projects and review types, Project Teams are strongly encouraged to document how they have responded to the advice of the LDRP.
- d. Project Teams will manage their design consultants to consider documents that outline relevant best practice design principles and Landcom priorities listed in Appendix A and provide content for the review packs, be present at the review meetings and provide content to the reports

8 Meeting protocols

8.1 Frequency

- a. Meetings generally occur 11 times per year (February to December), subject to project needs. Landcom may reduce or increase the frequency, date, length and structure of the meetings at any time.
- b. Landcom may introduce guidelines for LDRP meetings from time to time to be reviewed and endorsed by Panel Members and/or Alternate Panel Members.
- c. Landcom may request the LDRP participate in site visits or workshop forums as an alternative to meetings or in addition to meetings, subject to project needs.
- d. Landcom may call an extraordinary meeting as required.

8.2 Meeting structure

- a. The Chair will preside at every meeting of the LDRP unless they are unavailable, in which case they will nominate another member, in advance, to chair the meeting. Such nomination must be notified to the Secretariat before a meeting.
- b. Agendas will include the following standard items:
 - i. Meeting start and end times;
 - ii. Acknowledgement of Country;
 - iii. Attendance;
 - iv. Apologies;
 - v. Register of member declarations, interests and associations;
 - vi. Secretariat, Director Design & Place and Director Sustainability pre-briefing for all projects on the agenda (to take place without the project teams);
 - vii. Projects for review;
 - viii. Forward program (for noting); and
 - ix. Endorsement of Advice sheets.
- c. Project agenda items will be structured as follows:

- i. Short project introduction by the Project Team;
 - ii. Presentation of the proposal by the Design Team (with optional participation of the Project Team);
 - iii. LDRP questions, or points of clarification, and project or Design Team responses;
 - iv. LDRP advice;
 - v. Reply by Project Team; and
 - vi. Summary of advice.
- d. On request, Landcom Staff may attend the meeting as observers and will be recorded in the attendance list.

8.3 Quorum

- a. Review sessions will typically be attended by four expert members of the LDRP and the Chair, with a minimum quorum of two expert members of the LDRP and the Chair, including at least one architect/urban designer.

8.4 Meeting briefing pack

- a. The Project Team should provide the following information for each meeting. This can be varied to suit the project phase, at the discretion of the LDRP Secretariat and Chair:
 - i. Connecting to Country approach;
 - ii. Key planning considerations;
 - iii. Site plan;
 - iv. Site analysis;
 - v. Landscape plan;
 - vi. Building floor plans;
 - vii. Elevations;
 - viii. Sections;
 - ix. Apartment plans (where applicable);
 - x. Street details (i.e. sections and plans)
 - xi. Options analysis (where applicable);
 - xii. Development schedule (including gross floor area, nett saleable/lettable area, dwelling numbers, bedroom no. mix, dwelling numbers of affordable, diverse and universal housing);
 - xiii. In the case of affordable housing projects that are being self-assessed, demonstration the proposed development has considered the goals and principles of the Landcom Affordable Housing Design Guideline and other relevant design requirements in the Housing SEPP;
 - xiv. Green Star requirements (where applicable); and
 - xv. Revised and developed designs responding to all previous LDRP advice (for second and subsequent reviews).

9 Post meetings

9.1 Advice

- a. LDRP Advice is numbered, reviewed by the Chair for endorsement by the Panel at the following meeting.
- b. Advice sheets also record the date of the meeting, attendees, agenda items and any other matters the Secretariat considers should be recorded.
- c. Draft Advice sheets are issued by the Secretariat to the relevant Project Team and Project EGM 10 business days after the meeting.
- d. Final Advice sheets will be provided by the Secretariat to the relevant Project Team, Project EGM and meeting attendees following endorsement at the subsequent LDRP meeting.

10 Conflicts of interest

- a. The register of member declarations, interests and associations is a standing agenda item and requests will be made to update it on a regular basis.
- b. Landcom's *Code of conduct – Conflict of Interest* guides the management of these matters.

11 Confidentiality

- a. All information relating to the LDRP is communicated to the Panel Members and meeting attendees in the strictest confidence.

12 Payment of Panel Members

- a. All Panel Members (and the Alternate Panel Member if requested to attend the meeting in accordance with clause 7.1.1(j)) who attended the LDRP session will receive \$350 (excluding GST) per hour.
- b. Chargeable hours are:
 - i. One hour preparation before a meeting for each project being reviewed;
 - ii. Meeting attendance, generally 3 hours:
 - > If less time is required for a meeting the minimum charge will be two hours;
 - > If more time is required the chargeable amount will align to the meeting length as recorded by the Secretariat;
- c. If a Panel Member (and/or the Alternate Panel Member if requested to attend the meeting in accordance with clause 7.1.1(j)) who attended the LDRP session is requested to participate in other services such as site visits, workshops or meetings, timing and cost will align to the hourly rate and be agreed before the event takes place.
- d. The Chair, or their replacement, will receive an additional fee equating to a maximum of three hours for combined preparation before the meeting and reviewing of Advice sheets following the meeting.
- e. Travel times, car parking or other costs are not chargeable. Car parking is not provided by Landcom.
- f. No additional costs will be paid unless agreed and quantified by Landcom.
- g. If business needs mean a scheduled meeting is not required, no fee is payable.

- h. A Panel Member (and the Alternate Panel Member if requested to attend the meeting in accordance with clause 7.1.1(j)) who attended the LDRP session must submit claims for payment in accordance with the contract.

13 Review of the Design Review Panel and Charter

- a. This Charter may be reviewed from time to time by Landcom and every two years, with input, review and endorsement from GANSW.
- b. The LDRP may be reviewed from time to time to ensure its scope, structure and operation is meeting the business needs of Landcom.
- c. Panel Members and Alternate Panel Members can provide the Secretariat with suggested methods to enhance its effectiveness for consideration by Landcom.

Document Control Table

Document information			
Document approver		Chief Executive Officer	
Document owner name		Director Design & Place	
Document delegate name/s		Housing Policy & Design Manager	
Document version number		2.3	
Reviewed and endorsed by the Government Architect NSW		18 November 2025	
Document version date		8 July 2026	
Document review cycle		Every two years	
Document location		External use	
Guidance Reference List			
Linked documents		Landcom Code of Conduct for Supplier Landcom Conflict of Interest Policy	
Linked legislation		<i>Landcom Corporation Act 2001</i> – specifically the objects of the Act; <i>Environmental Planning and Assessment Act 1979</i> ; State Environmental Planning Policy (Housing) 2021; State Environmental Planning Policy (Sustainable Buildings) 2022 (Sustainable Buildings SEPP); and Relevant Local Environmental Plans and Development Control Plans.	
Revision history			
Version	Approval date	Author	Description
2.3	8/07/25	Janet Chappell	Reformat to new Landcom branding, corrections to numbering and wording (see 5hiii).
2.2	20/11/2025	Janet Chappell	Renamed Landcom DRP (LDRP) throughout to distinguish from other Design Review Panels; updated Landcom Secretariat processes, relationship with SDRP (all Panel Members) and addition of an Alternate Panel Member.
2.1	29/07/2024	Janet Chappell	Additional guidance (see 5h) for projects attending NSW State Design Review panel
2.0	06/02/2024	Janet Chappell	Retitled as a Charter, additional member and terms added to provide self-assessment of certain Affordable Housing projects; Green Star rating review and other clarifications following regular review of LDRP function and to support endorsement by Government Architect NSW

1.1	14/09/2020	Anna Bardsley	Terms of Reference updated following regular review including renaming to Design Review Panel
1.0	04/06/2018	Jennifer Gavin	Design Advisory Panel Charter

Appendix A: Guidance documents

State Policy:

- Better Placed, Government Architect NSW;
- Biodiversity in Place, Government Architect NSW;
- Connecting with Country; Government Architect NSW;
- Greener Places, Government Architect NSW;
- City Plans and Region Plans;
- Apartment Design Guide;
- Seniors Housing Design Guide; and
- Design guides for low-rise housing diversity.

Legislation and planning instruments:

- *Landcom Corporation Act 2001* – specifically the objects of the Act;
- *Environmental Planning and Assessment Act 1979*;
- State Environmental Planning Policy (Housing) 2021;
- State Environmental Planning Policy (Sustainable Buildings) 2022 (Sustainable Buildings SEPP); and
- Relevant Local Environmental Plans and Development Control Plans.

Landcom Documents:

- Landcom policy and strategies including Sustainable Places Strategy and Housing Policy;
- Landcom Connecting with Country Framework;
- Landcom Guideline for self-assessment;
- Landcom Affordable Housing Design Guide;
- Landcom templates for design review; and
- The Landcom Way.

Design Review Guidelines:

- Green Star Communities, Landcom's chosen accreditation mechanism;
- Local Government Design Review Panel Manual (GANSW);
- Evaluating Good Design (GANSW); and
- State Design Review Panel Guidance documents.