corporate plan
2015
2017
Secretary’s message

New South Wales is growing significantly, and we need to plan for that growth. Our opportunity – and our challenge – is to accommodate two million additional people by 2031, while supporting a strong economy and prosperous community.

We can make a difference to NSW by leading the State’s response to growth through delivery of homes and jobs. The Government is making substantial investments in infrastructure, and the Department’s strategic planning is essential to coordinate delivery.

Through urban renewal we can cement the status of Sydney as a truly global city with a second CBD at Parramatta, jobs growth in western Sydney and an integrated transport plan.

By minimising the impacts of development on water, air and biodiversity, we will protect our unique environment and ensure the State’s natural assets are sustainably managed.

Our strategic planning for the regions gives communities the opportunity to help shape their neighbourhoods and suburbs as they grow and change.

To deliver this ambitious agenda, we will partner with local government, state agencies, private industry and communities across the state. Clear and consistent policies, transparent processes and evidence-based decision making will build the Department’s reputation as a professional, delivery-focused organisation.

In setting the direction for the Department, I’m pleased to introduce our Corporate Plan 2015-2017.

I look forward to working with all of our stakeholders to create great places in NSW.

Carolyn McNally
Secretary, Department of Planning and Environment
Vision

This vision is our aspiration. It reflects the collective objectives of the Department and Cluster. Together we will drive sustainable growth throughout NSW, balancing the needs of the whole community - now and in the future.

- **PLANNING** for growing NSW
- **INSPIRING** strong communities
- **PROTECTING** the environment

Twenty years from today, NSW will be more prosperous, with two million more people and a strong global outlook. Greater housing choice in liveable cities and towns in harmony with the environment, will support thriving local communities.

**A strong economy**

We will have a productive economy with world-class services and infrastructure that support industry growth, which is focused on both innovation and efficiency. Our approach will balance the needs of all stakeholders and create jobs and investment while protecting the things we value.

**A vibrant Sydney**

Sydney will be a premier location for global commerce, business and investment with strong ties to the regions. It will be a vibrant cosmopolitan centre that links our unique environment with our history, heritage, arts and culture. Greater housing choice will be provided in well-serviced locations to meet the changing needs and lifestyles and respond to population growth.
Strong community participation

Communities will have a say in their future through contributing to the strategic planning process. This will enable them to enjoy better access to affordable housing, jobs, transport, social infrastructure and healthy natural and built environments, as we harness their local ideas and insights.

Thriving regions

Regional growth plans will enable the goals of NSW 2021 to be translated into policies, actions and investment decisions that benefit every region of the state. They will guide how a region will achieve sustainable growth and will be developed in partnership with communities, councils and businesses.

A sustainable natural environment

The State’s natural assets will be sustainably managed and the impacts of development on water, air and biodiversity will be minimised. Our planning will create more resilient urban areas with infrastructure and housing that are prepared for the impacts of natural hazards.
Mission

The mission is why we exist. It inspires us to come to work each day because we care about the places we create.

- We take on the challenge to create great places for NSW
- Places where people live and grow
- Places in harmony with the environment

The Department of Planning and Environment was established in its current form in April 2014. In developing our mission, we recognise how each part of the new cluster contributes to NSW.
We adopt a balanced and coordinated approach and tap into the rich social, environmental and economic expertise and experience of our people to deliver results.

**Working together, we create better outcomes for NSW**

**We enable**

the creation of strong, vibrant communities and successful industry

The Department leads the state’s response to the growth challenge. It does this through long range planning, balanced development assessment with process integrity and evidence-based policy development. Our work facilitates innovative design, housing choice and spatial planning. We ensure we have the homes, jobs, business and services that people need to thrive in a growing and prosperous NSW.

**We partner**

with local government to foster connected and engaged communities

We work hand-in-hand with councils to find local solutions to local issues and partner with business to invest and grow. We support local government to engage their communities in designing their strategic plans and developing solutions that work for them.

**We adopt**

a balanced approach that conserves our natural environment

We are the custodians of NSW’s unique and spectacular natural environments and the creators of innovative and effective built environments for the benefit of current and future generations. We ensure that our environment and heritage are valued, protected and able to be enjoyed for generations to come.
Our whole-of-Government contributions

The Department of Planning and Environment plays a critical role in delivering NSW 2021 goals and government commitments and partners with other NSW government agencies to meet these goals.

Goal 3
Drive economic growth in regional NSW

Goal 4
Increase the competitiveness of doing business in NSW

Goal 5
Place downward pressure on the cost of living

Goal 20
Build liveable centres

Goal 29
Restore confidence and integrity in the planning system

Goal 32
Involve the community in decision making on government policy, services and projects

Delivery of the objectives of this Corporate Plan will ensure we contribute to NSW being a great place to live and invest.
The role of the Department

Our Department is responsible for effective and sustainable planning to support the growth challenge for NSW.

The Department makes plans, assesses proposals and develops policy based on evidence and in a timely way. To do this requires long-range thinking, integrated planning, clear and consistent policies and balanced assessment.

The Environmental Planning and Assessment Act 1979 outlines the Department of Planning and Environment’s objectives:

(a) to encourage:

(i) the proper management, development and conservation of natural and artificial resources, including agricultural land, natural areas, forests, minerals, water, cities, towns and villages for the purpose of promoting the social and economic welfare of the community and a better environment

(ii) the promotion and co-ordination of the orderly and economic use and development of land

(iii) the protection, provision and co-ordination of communication and utility services

(iv) the provision of land for public purposes

(v) the provision and co-ordination of community services and facilities

(vi) the protection of the environment, including the protection and conservation of native animals and plants, including threatened species, populations and ecological communities, and their habitats

(vii) ecologically sustainable development

(viii) the provision and maintenance of affordable housing

(b) to promote the sharing of the responsibility for environmental planning between the different levels of government in the State, and

(c) to provide increased opportunity for public involvement and participation in environmental planning and assessment.

Our organisational strategies, goals and activities listed in this Corporate Plan will be met within this legislative framework.
Opportunities and challenges

We face a number of opportunities and challenges. A growing population means building new communities, refreshing existing ones and addressing the urban density challenges in a way that balances the needs of all stakeholders. Our vision and strategies meet these opportunities and challenges.
Delivering housing and jobs
Our most significant opportunity is to plan for an adequate and affordable supply of dwellings to accommodate population growth. Our plans will ensure infrastructure keeps pace with growth and that there are sufficient jobs, services, and transport, alongside healthy natural and built environments and access to arts, cultural and recreation activities.

Building community and stakeholder trust
We will engage with the community in innovative ways to build confidence in the Department and the planning system. This will be supported by evidence-based planning and transparency of process and decision-making. Alongside this, we will give greater certainty to the market so they can assess how and where to invest.

Modernising the planning system
We will streamline and simplify the planning system to ensure a stronger delivery focus for stakeholders. Some of this may occur through legislative reform, but much will be driven by more timely decision making, simplifying processes, and removing roadblocks. One example is using technology to deliver improved services to all our stakeholders. The e-Planning program will e-enable planning and offer a more open, accessible and transparent planning system. This simplifies planning, reduces paper, creates a single source of truth and puts planning more firmly in the hands of the community.

Partnering with local government to drive growth and quality services
We will partner with local government, designing end-to-end processes which streamline delivery to the customer for faster, quality outcomes. We strive to be a professional, responsive organisation that is easy to do business with.

Collaborating across the Cluster
We will focus on being a powerful and integrated voice for planning in NSW, building on each other’s strengths and aligning our efforts and capability to get better and more balanced outcomes.

Being a great place to work
We will build a workplace that harnesses the passion and capability of our people. By creating a ‘can-do’ culture, where our people deliver high quality results, we become a place where people want to work, one that is making a difference to NSW.
Our goals and strategies

To deliver our vision and transform planning, we’ve set three goals:

1. Accelerate improvements to the planning system
2. Drive strategic planning and coordinated delivery
3. Value and develop our people to achieve results

1. Value and develop our people to achieve results
2. Drive strategic planning and coordinated delivery
3. Accelerate improvements to the planning system

OUR VALUES
- Integrity

OUR BEHAVIOURS
- Customer and community focused

• Build collaboration across the Department and our partner agencies
• Work with councils to involve the community in planning decisions
• Deliver our new digital platform to improve planning
• Deliver ongoing reforms that support strong communities
• Streamline development assessments to speed up decision making
• Measure performance and progress
• Align planning for housing, infrastructure and jobs to ensure coordination
• Establish the Greater Sydney Commission to improve Sydney’s global competitiveness
• Strengthen partnerships with councils and stakeholders to deliver quality planning outcomes faster
• Strengthen leadership capability to improve our performance and culture
• Build a collaborative culture that delivers to our customers – the community, local government and industry
• Create a great place to work for our people
Our goals and strategies

We’ll measure progress as we go:

1. **Accelerate improvements to the planning system**
   - Build collaboration across the Department and our partner agencies
   - Work with councils to involve the community in planning decisions
   - Deliver our new digital platform to improve planning
   - Develop ongoing reforms that support strong communities
   - Streamline development assessments to speed up decision making
   - Measure performance and progress

2. **Drive strategic planning & coordinated delivery**
   - Align planning for housing, infrastructure and jobs to ensure coordination
   - Establish the Greater Sydney Commission to improve Sydney’s global competitiveness
   - Work with councils and stakeholders to deliver quality planning outcomes faster

3. **Empower and develop our people to deliver results**
   - Strengthen leadership capability to improve our performance and culture
   - Deliver ongoing reforms that support strong communities
   - Create a great place to work for our people

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**Vision**

- Meet housing, jobs and infrastructure targets
- Increased investor confidence in the NSW planning system
- Increased community confidence and trust in the planning system
- Increased Department engagement and organisational health
- Increased satisfaction of local government operating in partnership with the Department
- More streamlined and digitised planning processes

**Mission**

- Build collaboration across the Department and our partner agencies
- Work with councils to involve the community in planning decisions
- Deliver our new digital platform to improve planning
- Deliver ongoing reforms that support strong communities
- Streamline development assessments to speed up decision making
- Measure performance and progress

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**Corporate Goals**

- Increase engagement and organisational health
- Increase satisfaction of local government operating in partnership with the Department
- More streamlined and digitised planning processes

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**Values**

- Service
- Accountability
- Trust

**Behaviours**

- Delivery focused
- Professional
- Collaborative
- Empowered
Community and stakeholders

Growth and change in NSW creates opportunities to work collaboratively to achieve our goals.

Our goals are diverse and include making NSW a great place to live, protecting our environment and growing the economy.

Working collectively we can develop innovative ways to balance the interests of current and future generations.
• Consistency, transparency and clarity of planning rules and reasons for decisions
• Timely decisions
• Greater policy certainty to foster investment

• Work in partnership
• Support for strong Local Government planning – development and information
• Clear decision making protocols
• Streamlined e-enabled processes

We will continue to build our relationships with these key groups

Home owners
Residents
Business
Community
State Agencies
Investors
Developers
Builders
Planning professionals

• A say in their future
• Housing affordability
• Jobs and growth
• Protection of heritage and environment

• Collaboration around planning matters
• Alignment of direction, processes and practicalities

• Consistency, transparency and clarity of planning rules and reasons for decisions
• Timely decisions
• Greater policy certainty to foster investment

Planning for Growing NSW Corporate Plan 2015 – 2017
A core part of our business strategy has been the development of a business model which describes our desired operations. Our business model is built around four main components. Using evidence and design, we shape future cities and develop planning policies which are underpinned by facts. Our reputation will be founded on strong engagement with community, industry and government. Central to the delivery of customer services is our role in state significant development assessments and local activation of the plans. Corporate support enables our business.
DP&E structure

Secretary

General Counsel

Executive Director
Community & Stakeholder Engagement

Deputy Secretary
Growth, Design & Programs
- Planning & Design
- Infrastructure, Housing & Employment
- Demography & Economics

Deputy Secretary
Policy & Strategy
- Resources & Industry Policy
- Planning Policy
- e-Business

Deputy Secretary
Planning Services
- Regions
- Resource Assessments
- Infrastructure & Industry Assessments

Chief Finance & Operating Officer
- Finance
- People & Business Transformation
- Business Services

Planning for Growing NSW Corporate Plan 2015 – 2017
How the Cluster is organised
Our values and behaviours

Our people

Our success is built on the capability of our people to deliver results, with a customer and community focus and shared values and behaviours. We set high standards, work collaboratively and hold ourselves accountable for what we do.

Our values

Central to the way we work are the four values of the NSW public sector:

- Integrity
- Service
- Accountability
- Trust

We should model these values every day both individually and as an organisation.

Our behaviours

To deliver our strategy, we need to be:

- Delivery focused
- Customer and community focused
- Professional
- Collaborative
- Empowered

This means:
- Doing what it takes to make things happen
- Putting the customer and community at the heart of everything we do
- Setting high standards, and holding ourselves accountable for outcomes
- Thinking “we” before “I”
- Being empowered to reach our full potential
Our corporate goals define our behaviours and reinforce our values

Our goals
1. Accelerate improvements to the planning system
2. Drive strategic planning and coordinated delivery
3. Value and develop our people to achieve results

Our behaviours
- Delivery focused
- Customer and community focused
- Professional
- Collaborative
- Empowered

Our values
- Integrity
- Service
- Accountability
- Trust
Key facts

**NSW is growing**

By 2031, the population of NSW is expected to increase by 2 million people, on average 100,500 people each year.

<table>
<thead>
<tr>
<th>2031</th>
<th>1.6 million</th>
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<tbody>
<tr>
<td>Of those 1.6m in Sydney, almost 1 million of them in Western Sydney</td>
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We will need 932,000 more homes by 2031.

- Sydney is expected to be home to 63.5% of NSW’s population by 2031.
- Regional NSW will grow to about 1.9 million people by 2031.
- Lone person households will increase by 40.3%.

Households are changing:

- NSW residents aged 85 or older will double by 2031.

Delivering housing:

- 50,000 new homes were approved in NSW in the 2013/14 financial year – the highest in a decade.

Investing in future NSW:

- $61.5 billion in infrastructure projects to be delivered by 2018.

In the NSW Budget 2014-15:

- $83 million allocated to the Housing Acceleration Fund, to enable faster land release and boost housing in Sydney's south west growth centres.
- $73 million allocated to supporting new homes and infrastructure in Western Sydney.
- $22 million of funding, in addition to the nearly $8.5 million invested in 2013-14.
Investing in future NSW
$61.5 billion in infrastructure projects to be delivered by 2018
Planning for growing NSW Corporate Plan 2015 – 2017