



Corporate Plan 2013-15



Planning &
Infrastructure

Director-General's message to stakeholders



I am pleased to share with you our Corporate Plan 2013-15, a three-year plan to promote positive and sustainable economic growth and development in NSW and achieve the goal to make NSW the best place to live and invest.

This document outlines the key initiatives we're committing to deliver in the first 12 months of this plan, with details of our responsibilities, timelines and contacts.

At the core of our work is a new planning system, developed with

extensive community consultation, which aims to boost the supply of housing, promote economic productivity and growth, and put downward pressure on the cost of living in NSW.

The new planning system involves strategic planning that's guided by evidence and community participation, the provision of infrastructure and services with growth, effective and timely development assessment, and improvements in the culture of planning.

We will work closely with other government agencies and the community to advance common social, environmental and economic goals for the people of NSW.

Thank you for your interest in the department's activities. I invite you to send your feedback, comments and suggestions to one of my senior executives, using the contact information below.

Sam Haddad
Director-General

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Our Purpose

Delivering sustainable growth

Our Vision

To make NSW the best place to live and invest

Our Priorities

Key Initiatives

- | | |
|--|---|
| 1 Transform the way we work | <ul style="list-style-type: none">• Drive a high-performing delivery organisation and build a reputation for delivery• Use technology to transform the way we work• Build trust and confidence across the planning system• Partner with key stakeholders, particularly local government |
| 2 Implement the new planning system | <ul style="list-style-type: none">• Bring the new Act into operation• Create the new tools required under the Act• Implement community participation plans• Deliver whole-of-government outcomes |
| 3 Facilitate employment and investment | <ul style="list-style-type: none">• Streamline planning and assessment processes to ensure sustainable outcomes and accelerated employment delivery• Facilitate and strengthen employment delivery in Western Sydney• Develop employment hubs in key centres |
| 4 Align infrastructure provision to growth priorities | <ul style="list-style-type: none">• Facilitate, coordinate and monitor timely infrastructure delivery• Deliver growth infrastructure plans• Integrate infrastructure delivery as part of growth strategies |
| 5 Increase and diversify housing supply | <ul style="list-style-type: none">• Develop a land release policy• Remove policy, practice and regulatory impediments to housing supply• Create excess capacity to deliver targets• Deliver our urban renewal and greenfield housing programs |
| 6 Drive evidence based growth planning | <ul style="list-style-type: none">• Progress regional and subregional strategies• Implement state-wide program of regional growth plans• Establish a centre of excellence to support evidence based growth strategies• Deliver subregional plans and initiate strategies to implement the Metro Strategy for Sydney. |

The long term goals we will deliver

The department delivers:

- High quality, evidence based planning outcomes
- Transparency and meaningful engagement

The planning system delivers:

- Economic growth, while ensuring social and environmental sustainability
- Strong investor confidence across all sectors
- Trust and confidence with all key stakeholders, particularly the community

We are guided by

- NSW 2021
- NSW Public Sector values
- Principles of Sustainability

Our key behaviours

Delivery Focused | Community and Customer Committed | Collaborative | Accountable

1 TRANSFORM THE WAY WE WORK

Driven by the strong mandate of *NSW 2021* and the NSW planning reform, we have committed to a number of key enabling projects to build an organisation that can lead change and deliver consistent, sustainable results. We are focusing on having the right structure, talent, processes, systems and culture to drive a new planning system that is responsive, reduces costs and delays, with a key focus on quality planning outcomes.

Consultation and engagement – with our communities, our stakeholders and our own people – is at the heart of everything we do. The benefit will be better solutions and broader ownership of these solutions. We're seeking to build trust and engagement in the new planning system, improve the culture of planning, improve and encourage the use of ePlanning tools and transform the department into a high performance delivery organisation.



2013-14 DELIVERABLES:

- | | |
|--|--|
| <p>> Review, design and implement an organisation structure to promote high performance with a delivery focus
Target date: Q1–2
Accountability: Jill Reich</p> | <p>> Develop and implement the DP&I talent framework for the development of key talent
Target date: Q3
Accountability: Jill Reich</p> |
| <p>> Establish a performance management system in DP&I based on the Public Service Commission framework
Target date: Q3
Accountability: Jill Reich</p> | <p>> Create a customer charter for the department
Target date: Q3
Accountability: Jill Reich</p> |
| <p>> Performance agreements in place for all employees
Target date: Q3
Accountability: Jill Reich</p> | <p>> Develop and implement a capability framework for DP&I to drive a high performance culture
Target date: Q2
Accountability: Jill Reich</p> |
| <p>> Implementation of a DP&I recruitment process based on the Employee Value Proposition (EVP)
Target date: Q2
Accountability: Jill Reich</p> | <p>> Embed internal consultation capability into the department to mirror our new public engagement model
Target date: Q2–4
Accountability: Jill Reich</p> |
| <p>> Develop a culture change plan for the department
Target date: Q3
Accountability: Jill Reich</p> | <p>> Develop and implement the leadership development framework for DP&I
Target date: Q3
Accountability: Jill Reich</p> |
| <p>> Establish a Program Management Office (PMO) to monitor and report on the KPIs of the planning reform program
Target date: Q1
Accountability: Marcus Ray</p> | <p>> Develop an internal communication strategy to build employee engagement and a high performance culture
Target date: Q2
Accountability: Jill Reich</p> |
| <p>> Provide an upgraded desktop environment for both hardware and software
Target date: Q4
Accountability: Stephen Payne</p> | <p>> Implement the department's new Financial Strategic Plan
Target date: Q3
Accountability: Stephen Payne</p> |

In some instances, target dates may be dependent on progress of the Planning Bill

2 IMPLEMENT THE NEW PLANNING SYSTEM

We are working to implement a new world-class planning system that promotes sustainable and positive economic growth and development for the people of NSW. The new planning system, with its increased focus on strategic planning and early consultation, will promote more efficient, certain, timely and sustainable growth.

Decision making under the new system will be transparent and accessible, with people, businesses and organisations having the choice to be fully engaged in the decisions that shape their local area and economies. We will see increased levels of stakeholder trust and confidence in the planning system.

A new planning culture for NSW will promote cooperation and participation, the delivery of positive and pragmatic outcomes and a commitment to ongoing education and innovation. Regular and mandatory performance reporting for strategic planning at all levels will also support the transition to greater transparency and accountability.



2013-14 DELIVERABLES:

- | | |
|---|--|
| <p>> Develop the new Planning Act and associated legislation
Target date: Q1–4
Accountability: Marcus Ray</p> | <p>> Establish all metro subregional planning boards
Target date: Q3–4
Accountability: Richard Pearson</p> |
| <p>> Deliver priority ePlanning projects:</p> <ul style="list-style-type: none"> • NSW Planning Portal • Spatial Viewer • 3D Visualisation v1 • Interactive House Model v1 • Application Tracker v1 <p>Target date: Q2
Accountability: Jill Reich</p> | <p>> Establish six new regional planning panels – Western, Southern, Northern, Hunter and Central Coast, Sydney East and Sydney West
Target date: Q4
Accountability: Chris Wilson</p> |
| <p>> Provision of state-wide Community Participation Guide and Department Community Participation plan
Target date: Q1
Accountability: Jill Reich</p> | <p>> Change the Culture of the Planning System</p> <ul style="list-style-type: none"> • Establish a Culture Change Action Group Q2 • Publish a Culture Change Action Plan for the planning system Q4 <p>Accountability: Jill Reich</p> |
| <p>> Establish a One Stop Shop to be a single point of contact for streamlining project assessment
Target date: Q4
Accountability: Marcus Ray</p> | <p>> Deliver a new building regulation and certification system
Target date: Q3
Accountability: Jill Reich</p> |
| <p>> Develop new Local Plans format, model development guides and model development codes
Target date: Q3-4
Accountability: Marcus Ray</p> | <p>> Up to 10 new planning policies released for public comment
Target date: Q3-4
Accountability: Marcus Ray</p> |
| <p>> Establish a planning advisory service and education & training program to support local government
Target date: Q3
Accountability: Jill Reich</p> | |

3 FACILITATE EMPLOYMENT AND INVESTMENT

A key objective of the new planning system is to better facilitate commercial, retail and other economic activity in the right locations that are consistent with market demand.

We have a mandate to create jobs and stimulate economic growth and investment across NSW. We will do this by delivering zoned and serviced land and streamlining the major development assessment process to accelerate employment delivery, particularly in Western Sydney where planning is underway to create the largest employment space in NSW. At the same time, we will also increase the percentage of the population who can commute to work by public transport within 30 minutes.



2013-14 DELIVERABLES:

- | | |
|---|--|
| <p>> Develop new streamlined whole-of-government major development assessment processes
Target date: Q2-4
Accountability: Chris Wilson</p> | <p>> Integrate strategies and plans to identify employment and investment opportunities
Target date: Q3
Accountability: Stephen McIntyre</p> |
| <p>> Use long term macro-economic projections to inform new Regional Growth Plans and Subregional Delivery Plans in relation to employment and investment in NSW
Target date: Q1-4
Accountability: Stephen McIntyre</p> | <p>> Identify strategically important employment land
Target date: Q4
Accountability: Stephen McIntyre</p> |
| <p>> Develop evidence based methodologies for housing and employment targets for use in strategic planning
Target date: Q2
Accountability: Stephen McIntyre</p> | <p>> Finalise Broader Western Sydney Employment Area Structure Plan
Target date: Q2
Accountability: Stephen McIntyre</p> |

In some instances, target dates may be dependent on progress of the Planning Bill

4 ALIGN INFRASTRUCTURE PROVISION TO GROWTH PRIORITIES

NSW will be the first state or territory to develop comprehensive plans for the infrastructure required to support growth such as roads, parks and community facilities. Better planning and coordination will enable infrastructure to be delivered efficiently. These conditions increase the options for private sector involvement in infrastructure provisions, also known as contestable infrastructure, which can lead to more timely, and cost effective design, construction and operation of infrastructure.

The department is working to ensure infrastructure accompanies land use planning and is provided in the right places at the right time. Having prioritised areas for growth, we will develop and run a well-sequenced and costed process for coordinating infrastructure delivery.

The development and implementation of growth infrastructure plans represent a transformational reform to the organisation of government infrastructure processes and will support crucial land use planning decisions for growth.



2013-14 DELIVERABLES:

- | | |
|--|---|
| <p>> Growth infrastructure plans coordinated with Subregional Delivery Plans
Target date: Q2-4
Accountability: Stephen McIntyre</p> | <p>> Transitional arrangements for infrastructure planning whilst the new planning system is being developed
Target date: Q1-4
Accountability: Stephen McIntyre</p> |
| <p>> Methodology and governance arrangements for growth infrastructure planning
Target date: Q2
Accountability: Stephen McIntyre</p> | <p>> Introduction of the new Infrastructure Contributions System
Target date: Q4
Accountability: Stephen McIntyre</p> |

In some instances, target dates may be dependent on progress of the Planning Bill

5

INCREASE AND DIVERSIFY HOUSING SUPPLY

The economic growth of NSW is significantly dependent on strong housing growth. A major objective of the new planning system is to facilitate housing supply, and a diversity of housing choice, in the right locations.

We will develop and implement a new Land Release Policy, progress precinct planning for greenfield areas and deliver our Urban Activation Precincts program. Actively engaging with the community, councils and other government agencies and industry is at the core of successful delivery.

We'll track our progress by measuring the number of lots released, zoned and serviced, the number of development applications lodged and the number of new dwellings built.



2013-14 DELIVERABLES:

- | | |
|---|--|
| <p>> Remove duplication in bushfire approvals in release areas to facilitate housing delivery while ensuring protection measures
Target date: Q3
Accountability: Stephen McIntyre</p> | <p>> Progress 11 greenfield precinct plans, including completion of six
Target date: Q1-4
Accountability: Stephen McIntyre</p> |
| <p>> Finalise SEPP 65 to promote performance based approach whilst maintaining quality outcomes
Target date: Q4
Accountability: Stephen McIntyre</p> | <p>> Progress 15 Urban Activation Precinct plans, including completion of at least six
Target date: Q1-4
Accountability: Stephen McIntyre</p> |
| <p>> Review of riparian corridor policy to promote private ownership and minimise government acquisition liabilities
Target date: Q3
Accountability: Stephen McIntyre</p> | <p>> Deliver a new Metropolitan Greenfield Land Release Policy
Target date: Q2
Accountability: Stephen McIntyre</p> |
| <p>> Finalise Newcastle Urban Renewal Strategy in line with the proposal for light rail
Target date: Q4
Accountability: Stephen McIntyre</p> | <p>> Draft procedures and training program for the transition of standard instrument Local Environmental Plans (LEPs) to new local plans
Target date: Q4
Accountability: Richard Pearson</p> |

In some instances, target dates may be dependent on progress of the Planning Bill

6 DRIVE EVIDENCE BASED GROWTH PLANNING

The new planning system will create a major shift towards evidence based strategic planning in the preparation of plans, community and stakeholder engagement and decision making. This will facilitate economic growth and better environmental management.

The new Regional Growth Plans will provide the strategic basis for planning across each region of the state, designed to provide a strategic vision and a framework for growth.

The department has a detailed schedule for delivering both Regional Growth Plans and Subregional Delivery Plans this year. These will be underpinned by a comprehensive evidence base allowing a far greater understanding of how to facilitate sustainable growth and development through strategic planning.



2013-14 DELIVERABLES:

- | | |
|---|--|
| <p>> Regional Growth Plan – Lower Hunter exhibited
Target date: Q4
Accountability: Richard Pearson</p> | <p>> All Metro Subregional Delivery Plans commenced
Target date: Q4
Accountability: Richard Pearson</p> |
| <p>> Regional Growth Plan – Illawarra exhibited
Target date: Q3
Accountability: Richard Pearson</p> | <p>> Completion of the Metro Strategy setting the vision of growth to 2031
Target date: Q2
Accountability: Stephen McIntyre</p> |
| <p>> Regional Growth Plan – North Coast (discussion paper released)
Target date: Q4
Accountability: Richard Pearson</p> | <p>> Delivery of ‘city shapers’ programs – Parramatta Rd and Parramatta CBD
Target date: Q4
Accountability: Stephen McIntyre</p> |
| <p>> Regional Growth Plan – Murray/Murrumbidgee (discussion paper released)
Target date: Q4
Accountability: Richard Pearson</p> | <p>> Regional Growth Plan - Southeast and Tablelands (discussion paper released)
Target date: Q4
Accountability: Richard Pearson</p> |
| <p>> Regional Growth Plan – Central Coast (discussion paper released)
Target date: Q3
Accountability: Richard Pearson</p> | |

In some instances, target dates may be dependent on progress of the Planning Bill

OUR CULTURE

A new planning culture will promote cooperation and participation, the delivery of positive and pragmatic outcomes and a commitment to ongoing education and innovation.

Culture incorporates all the different ways we act and interact – “the way we do things around here”. While there are already some great examples of collaboration and customer service within the current planning system, our aim is to build on these to ensure we are role modelling behaviours that show:

- Commitment to delivering a quality service for customers and the community. Everyone has a clear line of sight to the customer, and understands how their work impacts the community.
- Effective collaboration with stakeholders. Creating opportunities to participate and inform decisions; providing open communication and transparency; being clear about how input from stakeholders is used; building strong relationships based on mutual respect and trust; partnering with local government.
- A focus on delivering quality outcomes. Making informed and evidence based decisions that facilitate growth that is sustainable economically, socially and environmentally.



- Accountability for using clear processes to deliver results in a timely and accurate way that provides value for the community.

In consultation with management and employees, we have created a high performance culture concept for the department. We believe we can lead the way with a fresh approach and attitude that will create the difference between a good system and a great system for NSW.

A number of initiatives are already under way to move us towards our aspirational culture:

- Establishment of a Culture Change Working Group with representatives from across the sector to contribute to the design of a culture change action plan and identify the role and make-up of key governance groups.
- Programs to build understanding and capacity in the community and across the planning system, to provide education, training, tools, advice and support.
- Development of a capability framework and performance management system to build leadership capability in the department
- Digital enablement and better use of technology such as the ePlanning portal to make it easier to access planning materials online
- Preparation of a performance monitoring guideline that will provide methodology and performance indicators for monitoring the planning system.

A changed culture should be visible in improved community and stakeholder beliefs about how the planning system works successfully to balance many interests, and engenders greater trust in delivering positive economic, social and environmental outcomes.

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