



# Growth Area Councils Permit Assessment Health Check Appendices

From pre-application to statement of compliance

**VICTORIAN PLANNING AUTHORITY**

May 2019

# mesh



# Version

VERSION	EDITS	DATE
Version 0.1 Draft	Circulated surveys to Growth Area Councils and Industry	December 10 <sup>th</sup> 2018
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# APPENDICES

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## APPENDIX 1: COUNCIL QUESTIONNAIRE RESPONSES

	Cardinia	Casey	Hume	Melton	Wyndham	Whittlesea	Mitchell
<b>Question</b>							
<b>Overall / General Quantity and type of applications</b>							
How many 'growth areas' were active within Council's designated growth areas in the 2017/2018 financial year?	3	9 + couple of infill development plans	8 PSP + 6 DP	11	12 PSP's + 15 DP's	5 PSP's + 40 DP's	1 to 2
What is the estimated net developable areas of these combined active growth areas?	610ha	1760.91ha	1,844ha	166.247ha in 2017 / 18 (Circa 8,000ha)	PSP's 4227ha	6500ha	221.83ha
How many 'growth areas' were pending within the 2017/2018 financial year?	2	5	6	TBA	3	5	4
What is the estimated net developable areas of these combined pending growth areas?	610ha	745ha	1,495ha	1,200ha	?	1200ha	848ha
In the 2017/2018 financial year, how many statutory applications for subdivision were lodged within your municipality's active growth areas (for subdivisions of greater than 10 lots)?	26	47	37	49	35 applications including amended - 75 secondary consents	60	0

	Cardinia	Casey	Hume	Melton	Wyndham	Whittlesea	Mitchell
In the 2017/2018 financial year, what type of developers lodged statutory applications for subdivision? a. Large scale developers b. Mid-scale developers c. small scale developers	a.0 b.17 c.8		a. 5 b. 6	a. 65% b. 25% c. 10%		a. 70% b. 20% c. 10%	
In the 2017/2018 financial year, what type of developers lodged ghost applications for subdivision? a. Large scale developers b. Mid-scale developers c. small scale developers	0		none officially	a. 30% b. 70% c. 0		None received	

	Cardinia	Casey	Hume	Melton	Wyndham	Whittlesea	Mitchell
Resources							
How many EFT staff are allocated to growth area subdivision applications?	a. 4 EFT b. 5 plan checking engs and 2 surveillance c. 1 (Urban design + Traffic waste + DCP) d. 0 e. Subdivision is 1 EFT	a. 7 b. 9 c. 1 e. 0 f. DCP / Finance x 4	a. 8; 3 x GA stat planning, 2 x subdivisions officers 1.5EFT x management of DCP/WIK, 1x EFT referrals, 0.5 EFT x NAC's b. 12.5 EFT; 6 x engineers, 5 x civil construction supervisors, 1.5 EFT x traffic engineers c. 6; 4 x EFT landscape planner, 2 x EFT landscape supervisor e. 1; 1 x social and community f. 1 x sustainable environment department	a. 10 b. 7; Infrastructure Planning Coordinator, Infrastructure Planning Engineer, Major Projects & Development engineer, 3 x development engineers, graduate engineer c. 7 d. 0 e. Urban design 3, Strategic Planning 2	a. 6 planners only b. 9 & 3 admin c. 5 landscape, 1 Open Space, 2 Environment d. 0 e. 3 subdivision, admin for planning 3, DC team 3	a. 11; 6 x planners, 3 x strategic planners, 2 x admin b. 14.5; 12 x engineers, 2.5 x subdivision officers c. 3 e. 1 f. 2 x urban design, 1.5 x sustainability, 3 x Strategic Infrastructure Planning (DCP)	a. 3; 2 x strategic planning in GA, 1 x stat planning b. 3.6 EFT c. 0.4 EFT (landscape architect)

	Cardinia	Casey	Hume	Melton	Wyndham	Whittlesea	Mitchell
List position title and level of experience for each planner involved in assessing growth area subdivision applications.			Coordinator stat planning - 23 years, Senior subdivision officer - 32, subdivision officer - vacant (3-5 years), Senior planner - 12 years, Senior planner - 16 years, Manager subdivision - 42, Manager Planning - 18	Coordinator Major Development = 7 months at Melton and 8 years at VPA Senior Major Dev Planner x 2 = 2 years and 8 years Major Dev Planner x 2 = 1 year and 6 months		Principal planner - 15 years Senior planner - 10 years Planning Officer 10 years, Planning Officer - 5 years, Planning Officer - 4 years	Coordinator Statutory Planning 8 years of planning experience, Coordinator of Transport and Development 20 years plus.
In general, how would you rate collective the skills of your team in terms of effectiveness in relation to: a. Statutory knowledge (i.e. of the planning system, the Act and the scheme) b. Growth area planning issues c. Urban design d. Construction processes e. Project management f. Facilitation and negotiation g. Creative problem solving h. understanding of property development economics i. Relationship building (internally and externally)	a. very b. very c. somewhat d. very e. very f. extremely g. very somewhat i. somewhat	a. extremely b. extremely c. very d. very e. very f. very g. very h. somewhat i. very	a. very b. very c. very d. very e. somewhat f. somewhat g. very h. somewhat i. very	a. very b. very c. very d. very e. very f. very g. very h. somewhat i. extremely	a. extremely b. very c. somewhat d. somewhat e. very f. very g. very h. not so i. very	a. very b. very c. very d. very e. not so f. very g. very h. somewhat i. very	a. very effective b. very effective c. somewhat effective d. very effective e. somewhat effective f. very effective g. very effective h. somewhat effective i. extremely effective
In general, what capacity do you consider your team to be working at (rate of a scale of 1 to 5, from 'Under capacity' to 'Over capacity')	Over capacity	Over capacity	Over capacity	At capacity	At capacity	Over capacity	Greatly over capacity



	Cardinia	Casey	Hume	Melton	Wyndham	Whittlesea	Mitchell
What do you consider to be the biggest barrier to recruiting new planners?	Distance to office, pool of planners is limited at all levels, uni's teach anti-growth so that impacts mentality of newer planners, difficult to recruit experienced engineers - they tend to have less than 3 years experience, senior people not out there	competitive financially, geographical distance, specialist nature of work/skills - most planners have inner/middle planning experience. Where do you draw subdivision officers? Experienced growth area planners harder than graduates. Engineers doing major projects across the state (pay levels/geography)	Sunbury out of Hume because of uncertainty - lag effect of vacant positions (over an extended period). Number of jobs versus qualified people - interviewed, offered and planner has chosen inner over coming to Broadmeadows. Marketplace- lack of skilled personnel. Train and then they leave - tend to stay for limited time. Churn at lower levels, but senior levels pretty stable. Recruit from within and up skill. Worse in engineering sector because of all major government projects. Planners intimidated by growth area planning (developers and numerous consultants). Technology is a barrier - online software/processing online - digital transformation.	competitive market, shortage of experience in growth areas, private sector taking them, location, understanding what the role is	experience in growth areas, finding planners interested in growth areas, perception of the role in term of who you are dealing with can be intimidating, overall shortage of planners in the industry	experience, expertise in growth areas, even planners with no experience is hard to find	

	Cardinia	Casey	Hume	Melton	Wyndham	Whittlesea	Mitchell
<b>Pre-application Process</b>							
Do you have a formal preapplication process? If yes, please specify the process.	no - There is a paid process for other permit apps, but growth area planners don't use it. Want to encourage people to come in. \$118.	no	yes	yes	yes, Is an application form, submit full set of plans, internally refer, provide a whole of council response and assessment, issues, have a meeting, after meeting provide written response. Developers try and get advice informally – what do you think of this. The uptake on formal advice isn't as high as the informal advice. No fee.	<p>Pre-applications are encouraged and GADA takes a proactive approach in providing comprehensive advice and open communication.</p> <p>Basic pre-app is: check to see for past discussion, if documents submitted for review refer internally per PAT. Timeframe should be 2 - 3 weeks. If applicant has requested a meeting invite the PAT team then send documents around for review and comment. Timeframe should be 2 - 3 weeks for a response (2 to review and 1 to collate/negotiate/write).</p> <p>"it is important to provide all relevant information to the PAT team in the internal referral text so that we have the full context when we are making decisions and don't accidentally contradict ourselves"</p> <p>From the Whittlesea GADA process guide.</p>	yes
Do you require plans to be submitted prior to preapplication meeting?	yes	don't always receive them	yes	yes	yes	yes	yes

PART 4.

	Cardinia	Casey	Hume	Melton	Wyndham	Whittlesea	Mitchell
In general, preapplication meetings are conducted prior to submission of an application: a. never b. rarely c. sometimes d. often e. almost always	usually	sometimes	usually	usually	usually	usually	
On average, when an application goes through a preapplication process, how many preapplication meetings are conducted prior to submission of an application?	1 to 2	1 but depends sometimes more	larger developers 1 smaller developers often 2	1	1	1 occasionally 2	10
Who generally attends preapplication meetings (in terms of skills/disciplines)?	Statutory Planner, Subdivision Engineer, Open Space / Landscape Engineer, Traffic Engineer, Urban Designer	Stat planner, subdivision engineer but depends on issues sometimes rec planner, strategic, traffic eng	strategic, stat, sub eng, open space/landscape.	stat, sub eng, urban design	strategic, stat, sub eng, open space/landscape, urban design	strategic, stat, sub eng, open space/landscape, urban design	stat, sub eng, open space/landscape, urban design
Generally, what is the highest level of seniority of officers attending preapplication meetings? a. CEO b. Director / General Manager c. Manager d. Coordinator / Principal e. Senior officer	Coordinator/Principal	Coordinator/Principal	Manager	Coordinator/Principal	Coordinator/Principal	Coordinator/Principal	Coordinator/Principal

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f. Officer (not senior) g. Other (please specify)							
Are preapplication meetings generally led by Council or the developer?	Council	Developer	Developer	Developer	Council	Council	Council
In general, what feedback does Council see as most important to provide during a preapplication meeting (rank in order of importance): a. Subdivision design b. Technical engineering advice c. Process advice (e.g. application process, timeframes, personnel) d. DCP/ICP advice (include advice regarding WIK) e. Other (please specify)	2,1,4,3	2,4,1,3	2,3,1,4	1,2,3,4	1,2,3,4	1,2,3,4	1,2,4,3
Are the outcomes of the meeting recorded?	Yes	yes	yes	yes	yes	yes	no
If yes, by who?	Council	Council	Other	Applicant	Council	Council	
In general, do applications received following a	somewhat responsive	somewhat responsive	somewhat responsive	very responsive	somewhat responsive	somewhat responsive	somewhat responsive

PART 4.

	Cardinia	Casey	Hume	Melton	Wyndham	Whittlesea	Mitchell
preapplication process directly respond to preapplication feedback?							
In general, does Council believe the preapplication process results in higher quality outcomes on the ground?	agree	agree	agree	strongly agree	agree	agree	neither agree not disagree
In general, does Council believe the preapplication process results in faster application assessment timeframes?	agree	agree	neither agree nor disagree	agree	neither agree or disagree	neither agree or disagree	neither agree not disagree

## Permit assessment process

### Allocation

	Cardinia	Casey	Hume	Melton	Wyndham	Whittlesea	Mitchell
Does Council have a preferred method for lodgement of applications? a. Hard copy (by mail or hand delivery) b. Electronic (via centralised email) c. Electronic (via email directly to an officer) d. Electronic (via online portal)	electronic	electronic	hard copy	electronic via email	b and d	a,b,c	Electronic
How are applications generally lodged (please specify estimated percentage): a. Hard copy (by mail or hand delivery) b. Electronic (via email) c. Electronic (via online portal) e. Other (please specify)	20% hard copy, 35% via email, 45% online portal	70% electronic via email, 30% online portal	hard copy 90%, electronic via email 5%, online portal 5%	90% hard copy, 10% via email	90% via email, 10% electronic portal - have a process for paperless permit applications	90% hard copy, 10 electronic via email	a 30%, d 70%
What do you consider may be a barrier to applicants not using Council's preferred lodgement method?	older people prefer hard copy, whether they are aware of it ,consultancy set up to do it.	teething issues with portal, doesn't recognise multiple addresses, easier to put in a single email, habit, some issues with payment	frustration with printing procedure causes delay, recording, printing, trim etc	Internal it limitations	no barriers, bit confused as there are two options, not looking to roll out the online portal more broadly	would prefer online but not currently available, being worked on	Double up, Council recording files by paper and electronic, Council trying to paperless, issue is file size, cant you dropbox, recently moved to sharepoint
Does Council have a preference for extent of permit application area: a. Limited number of	b	b	b	c	no	no	B

	Cardinia	Casey	Hume	Melton	Wyndham	Whittlesea	Mitchell
stages/lots (specify) b. Full extent of masterplan/estate c. No preference							
If there is a preference for permit application extent, what is the reason for the preference?	implementation wise easier, stuff doesn't get lost	complete picture	creates more work for small permit areas				better to see big picture
When a permit application is received, what is the process for allocation? A. Team meeting b. Allocated by Manager/Coordinator c. other (please specify)	a	b	a	b	a	a	B
In general, how long from receipt of an application until allocation to a planning officer? A. within 5 working days (i.e. 1 working week) b. 5 - 10 working days (i.e. 2 working weeks) c. 10 - 20 working days (i.e. 3-4 working weeks) d. 20 days or more	within 2 days	b	b	b	a	b	b
What do you consider to be the key factor that contributes to allocation efficiency?	team meeting, everyone being there, regularity of meetings	not yet automated, available time of coordinator	regularity, weekly meetings, assigned officers for diff growth areas for consistency	can sit with coordinator a few days- capacity issue, volume of applications	electronic lodgement		paper based system is slow
If a preapplication process was undertaken, in general,	yes	yes	yes	yes	yes	yes	yes

	Cardinia	Casey	Hume	Melton	Wyndham	Whittlesea	Mitchell
does the pre-application officer continue to handle the application							
<b>Preliminary review</b>							
Is a preliminary review of the application generally undertaken	yes	yes	yes	yes	yes	yes	yes
If no, why?							
At which point in time in the application first reviewed (preliminary review)? (select most relevant) a. Prior to allocation to planning officer b. Prior to referral to internal departments/officers c. Prior to sending Further Information Response to applicant d. No set point in time e. Other (please specify)	b	prior to allocation of planning officer and sending further info letter	b	a	b,c	a	a
In general, how much time is spent on the preliminary review?	1 day	4-5 hours	complex a few hours, simple - cursory	20-25mins	6-8 hours	15mins	1 hour at most
In general, who is involved in the preliminary review? (tick all that apply) A. The allocated planner b. Core internal referral departments (e.g. engineers c. all internal referral departments d. Planning supervisors (e.g.	allocated planner, core internal referral depts	allocated planner and planning supervisors	allocated planner	d	a	team leader	Coordinator



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coordinators/Managers) e. Senior management (e.g. Directors, General Mangers) f. Other (please specify)							
What type of matters are considered in the preliminary review (tick all that apply): a. Completeness and quality of application (all mandatory information supplied) b. Identification of key issues c. Layout / design review d. Consistency with planning provisions, PSP (plans and Requirements/Guidelines) or other strategic document e. Referral requirements / instructions d. Other (please specify)	all	all	all	a,b,d,e	all	all	all
In general, in the 2017/2018 financial year how many active applications was each EFT planner responsible for?	20 permits, 15 implementation		tba	60 - s72's and secondary consents	20ish		40

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<p>In general, what contributes most to the complexity of an application (rank from most important to least important):</p> <p>a. the scale of the application area (i.e. number of lots/stages)</p> <p>b. Site specific issues</p> <p>c. Level of sophistication of the developer</p> <p>d. The approach of or relationship with key consultants (e.g. planning consultant)</p> <p>e. the quality of the urban design / masterplan layout</p> <p>f. the quality of the application material</p> <p>g. Other (please specify)</p>	1,2,5,6,3,4,7	6,2,1,4,5,3,7	4,1,2,3,5,6,7	6,2,1,5,4,3,7	3,1,6,5,2,4,7	4,2,6,5,1,3,7	1,7,3,4,5,6,2
<p>If substantial issues are identified during the preliminary review (either with the content or quality of the application material or the proposal) what generally happens next?</p> <p>a. Informal notification to applicant (e.g. verbally or via informal written communication)</p> <p>b. Formal further information request (e.g. written letter)</p> <p>c. application continues through application process (i.e. no contact with</p>	b	if easy to fix get in early, both discuss first then write formal further info letter	informal approach but depends	b	informal notification to applicant (verbally or via informal written communication)	b	b

	Cardinia	Casey	Hume	Melton	Wyndham	Whittlesea	Mitchell
applicant) d. Other (please specify)							
Do you have any further comments regarding the preliminary review process?		consultative approach to addressing issues, concisous of clock because of reporting obligations, Formal RFI important, have discussions upfront when issues are known	may write an email/letter prior to internal referral			online system would improve process	

Referrals							
	Cardinia	Casey	Hume	Melton	Wyndham	Whittlesea	Mitchell
At what point are internal referrals sent? a. Immediately upon receipt of application (without preliminary review) b. Following preliminary review of application, prior to RFI c. Following receipt of RFI material from applicant (i.e. when an application is considered complete) d. Other (please specify)	b	when application allocated	b	b	b	b	immediately after allocation
At what point are external referrals sent? a. Immediately upon receipt of application (without preliminary review) b. Following preliminary review of application, prior to RFI c. Following receipt of RFI material from applicant d. Other (please specify)	Depends if there are issues with app. If things will change, send after RFI	when application allocated	b	b	b	b	immediately after allocation
Are internal referrals sent with any content/issues/questions identified by the planner? If yes, please specify.	yes	no	yes	no	yes	yes - PAT process	yes
Are internal referral officers given a timeframe within which to respond?	14	14	21	14	yes 14 days, MOU 10 days for further info so internal referrals need to be done prior	yes 14 days for first and 5 for second.	21

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In general, do internal referrals respond within the nominated timeframes?	no	no	no	yes	yes	yes	yes
What is the primary reason for internal referral responses to be delayed? A. Officer workload b. Low priority - e.g. Planning referrals are not the core focus of the department/unit c. Lack of knowledge/skills to enable a clear response d. Other (please specify)	lack of resources for complex growth area apps	officer workload	a	a	a	a	a and c
In general what departments/teams are sent internal referrals?	eng, traffic, landscape, DCP (in eng), waste, environment, ud	eng, traffic, landscape, DCP (in strategic), drainage - as required waste, environment, ud	strategic, sub eng, sustainable environment, social dev/open space, leisure	Urban design, eng, landscape, open space, environment	eng, subdivision, transport, open space, landscape, DCPs, coast & water, env & sustainability	dev eng, parks and open space, urban design, sustainability, strategic planning, strategic infrastructure planning.	eng, open space, strategic (icp items) enviro, arborist,
In general, how many times per application does an internal referral get sent?	on complex ones 2-3 times	depends if amended in response to RFI and whether further advice is required whether it is satisfactory.	Depends on issues, often an informal approach is taken	1 but if issues or relevant information received re referred. Often meeting with applicant instead of referral	3	2 but to relevant dept	2 at most

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How are internal referral comments communicated to applicants? a. Written referral responses sent directly to applicant (no or limited collation or review of responses for internal consistency) b. Written referral responses collated into a single letter representing a Council position c. Verbal comments provided in a meeting (directly from referral departments/units) e. Verbal comments provided in a meeting (from planner) f. Other (please specify)	written referral responses collated into a single letter representing Councils position	b,c,e	written responses collated into a single letter, verbal comments provided in a meeting (from planner). Unless there are key issues then invite relevant planners. Regularly monthly meetings can be used as a forum to discuss letter.	b	b	b	written responses are sent after the response is reviewed by the planner
In general, do external referrals respond within the statutory timeframes?	no	no	no	yes	no	yes	yes
If no, which external referrals are consistently delayed?	VR, CFA, APA, VTS (pipeline transmission people)	VR, TforV, MW	VR, Melb Airport, Downers Gas, sometimes MW, PTV, DELWP	Powercor challenging, TforV sometimes delays	VR, powercor, TforV	VR are bad	
What is the process if there is internal disagreement/inconsistency within the internal referral comments?	planner mediates, planner gets final say on what is communicated	planner collates information, captains call, go back to depts if necessary and negotiate	Meeting held prior to written internal comments issued by planner. Pre app process also helps	meet and discuss, eng and ud often talk prior to comments being written to resolve inconsistencies	Process Assessment Team meeting every Tuesday to discuss referral responses, agenda set the week before.	PAT process, flow chart provided	a meeting is held to discuss the response

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Do you have any further comments regarding the referral process?			timeframe of authorities to get back are out of step with complexity of application	working well		pretty perfect internally	
<b>Further information requests</b>							
Further information requests	0.77	70 - 90%	0.9	0.95	0.65	1	All ghost applications
In the 2017/2018 financial year, what proportion of those applications had a request for further information sent out within the statutory 28 days of receipt of application?	0.89	0.95	0.75	0.9	0.92	0.8	1
Who reviews and/or signs off further information request letters prior to sending?	Planner	Principal Planner	Planner	Allocated planners	Assessment officer - no review process	Principal and senior planners	The allocated planner
In general, what kind of content is included in further information letters (tick all that apply)? A. Requests for additional information to be supplied (i.e. missing information) b. Identification of early issues identified with the application c. Identification of urban design issues d. Suggestions of potential improvements to the application content e. Suggestions of potential improvements to the urban design/layout	A B C D E	A B C D E	A B C D E	A B C D E	A B C D E	A B C D E	A B E

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In general, what proportion of further information submissions from applicants are complete?	0.7	0.8	0.9	0.6	0.9	0	0.5
In further information responses are incomplete, what is Council's general process? A. Continue to assess the application based on information supplied b. Hold further assessment until information supplied c. Other (please specify)	B Send them an RFI and give extension of time	Decide how to deal with the missing information - conditions etc.	B	A	A	A	Assess the information submitted, then ask for the outstanding information
In the 2017/2018 financial year, what proportion of further information responses were provided back to Council within the set timeframe?	0.59	90% asked for an extension of time	1	0.75	0.59	0	None as only for the ghost applications
In the 2017/2018 financial year, what proportion of applicants requested an extension of time to supply further information?	0.41	50% as some warehousing goes on	0.9	0.25	0.7	Generally it was to extend the lapsed date - 60%	They use the ghost application process, so assumes that most will need an extension of time



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In general, how are further information responses lodged with Council? a. Hard copy (by mail or hand delivery) b. Electronic (via centralised email) c. Electronic (via email directly to an officer) d. Electronic (via online portal)	C	B C	C And hard copy in mail + CC to central	A C	B C D	C	C
In general, is the entire further information package distributed to all internal referrals?	No	No	No	No	Yes	Yes	Yes
Do you have any further comments regarding the further information process?			The timeframes of 28 days aren't realistic	Timely part of the process		They have a piecemeal approach to lodgement of the documents	

Permit assessment							
	Cardinia	Casey	Hume	Melton	Wyndham	Whittlesea	Mitchell
In general, how much time is dedicated to preparation of delegates reports?	1 day	For major subdivisions: 8 - 12 hours	2 days	2 days	20 hours	2 - 3days	2.5 days
In general, what percentage of a delegates report is specific/unique content related to the application?	0.8	0.5	0.75	0.7	0.8	0.8	0.2
In general, how many pages are delegates reports?	8 - 10. Some can be 40+	45	15 – 25 The conditions can push it out	40 pages	90	75	25
Who within Council has delegation to sign off on reports and permits?	Senior and principals. Growth area planners can but tend not to.	Principal planners and above	Senior planners and above	Coordinator up	Team leaders, coordinators, managers	Under review - but the principal	Coordinator, Manager, Director
In general, how long does it take for a delegates report to be reviewed and approved?	Less than a week	Couple of days	1 week	1 - 3 days	2 - 3 days	1 - 3days	4 hours for a 25 page report
Does Council use a standard set of draft conditions?	Yes	Yes	No	Yes	Yes	Yes, copy provided transparent record of changes made to conditions, seem to be regularly updated.	Yes, copy supplied seem ok but not necessarily design for growth areas, have not been updated since 2016
How often are standard conditions varied? Please specific when variations usually take place.	All the time as they need to be specific to things like topography, environment or infrastructure.	Frequently, they're varied to the specific case	Tend to be bespoke, they use a template to check off.	0.3	Yes - 10%	Yes - 30%	Not often

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Are draft conditions circulated for comment: a. internally AND b. to applicant	To applicant	To applicant	Internally	To applicant	To applicant	To applicant	Internally
If conditions are circulated, is a timeline provided for comments to be received? If yes, please specify.	No	Yes - 5 days	No	No	Yes - 7 days	Yes - 1 week- they included a protocol cover sheet when they are circulates this is really good.	No
In general, do you consider that review of draft conditions adds value to the assessment process? If yes, please specify.	Yes - less likely to get appeals and requests for amendments	Yes	No	Yes - review site specific conditions, provide checks, reduces the needs for amendments	No	Yes - avoids amendments, clarifies the intention of the condition and potential appeals	Yes - avoids going back and recorrecting assessment
Do you have any further comments regarding the assessment process?							
<b>Decision making</b>							
In general, are decision making roles clear within Council (please rank on scale from unclear to very clear)	Extremely clear	Extremely clear	Very clear	Extremely clear	Very clear	Very clear	Somewhat clear
What types of decisions are allocated planners empowered to make? Please describe.	Not a formal approach, a judgment based decision by the planner. If they want to seek advice, then they do.	Principal planners have full delegation except for refusals	Planners can adjudicate and work together with they see right.	Further information, changes to proposals, feedback and comments	Seniors can do all the correspondence up to permit issued and condition plans Not 173's and DC's Only have senior and up in growth areas	Depends on the experience of the planner - new staff will be trained about RFI and negotiations	If knowledgeable or they understand councils views, then most. Otherwise consultation.

	Cardinia	Casey	Hume	Melton	Wyndham	Whittlesea	Mitchell
How often does communication (written and verbal) from Council reflect a single 'Council' voice or position? Please rank from 'never' to 'always'	Usually	Always	Usually	Always	Usually	Always	Usually
Is there a formal escalation process if issues are raised by the applicant? If so, please specify	No	Council policy, but not a planning one	Have a chat up the chain of command or there's an opt in weekly meeting.	No	No	Yes - PAT process	
<b>Conditions Compliance</b>							
<b>Subdivision concept plan</b>							
Which departments/units are involved in assessment of the overall subdivision concept plan?	Sent to the relevant department, otherwise for small issues brought up at weekly team meeting.	Planning	Relevant departments - engineering, landscape, environment.	Engineering, city design and major developments	Planning officer	Development engineering, parks and open space, growth area development assessment	Planning, engineering, urban design
In the 2017/2018 financial year, how long, on average, did it take from lodgement to approval of subdivision concept plans?	1 month	3 - 4 weeks	2 weeks	221 days	170 days (43 days for secondary consent)	58	200 days (Have some legacy files warping timeframes)
What are the key barriers to timely approval of subdivision concept plans?	Consistency and changing plans.	Depends how much the applicant is trying to stretch their boundaries	Developers trying to sneak s172's into their conditions reports.	Trying to seek changes beyond the scope of condition 1's.		Resources, documentation, knowledge	

	Cardinia	Casey	Hume	Melton	Wyndham	Whittlesea	Mitchell
<b>Functional layout plans</b>							
Which departments/units are involved in assessment of functional layout plans?	Submitted directly to the engineers and then allocated accordingly.	Subdivision engineers	Subdivision engineer. These aren't mandatory for developers to lodge.	Engineering	Engineering	Stat planning, parks and open space, development engineering	Engineering
In the 2017/2018 financial year, how long, on average, did it take from lodgement to approval of functional layout plans?	10 working days for first check, 5 days for rechecks. Usually 2 - 3 times through.	2 - 3 weeks	NA - 2 weeks for comments.	2018 - down to 7 days	15 days	100	N/A
When are functional layout plans required to be submitted: a. With the initial application (all applications) b. With further information response (i.e. if FLPs required to assist with assessment of site specific issues) c. As a condition of permit d. Other (please specify)	Accepted prior to issue of permit, but won't approve until the permit.	B C	Not required.	C	C  Sometimes are submitted prior to permit being issued	C	C
What are the key barriers to timely approval of functional layout plans	Incomplete documentation	Workload		Quality of the submission	Staging of approvals submitted prior to the concept plan approved	The information is generally not aligned with the permit	Mostly covered off in the concept plans and cross sections. More benefit to do the FLP's for the whole estate.

Construction plans							
	Cardinia	Casey	Hume	Melton	Wyndham	Whittlesea	Mitchell
In the 2017/2018 financial year, how long, on average, did it take from lodgement to approval of construction plans?	3 weeks for the assessment, 1 - 2 weeks for subsequent. Usually goes through 2 reviews.	4 - 5 weeks	90 days for in-house assessment	15 days	22 days	135 days	10 working days initial response, then 5 days for the resubmission. If not, then 28 days.
Which departments/units are involved in assessment of construction plans?	Engineering, traffic, environment	Subdivision and development engineering	Civil subdivision engineers.	Engineering	Engineering	Development engineering, parks and open space, infrastructure, maintenance	Engineering and occasionally environment.
What are the key barriers to timely approval of construction plans?	Incomplete documents or plans not following the permit. Subdivision plan not certified.	Sometimes they're submitted to early	Back and forth over missing information. Rework or make changes but not notifying council.	Quality of submission	Quality of information, misunderstanding between parties		Workload and quality of the submissions.

Landscape plans							
	Cardinia	Casey	Hume	Melton	Wyndham	Whittlesea	Mitchell
In the 2017/2018 financial year, how long, on average, did it take from lodgement to approval of landscape plans?	Acknowledged within 48 hours. 7 - 10 days for basic applications, 14 - 21 for more complex.	2 months. Department has a large backlog and doesn't work with the planning timeframes and structure.	Concept plans within 2 - 3 hours, landscape plans average 35 days for in-house assessment	Estimated 4 weeks	60 days - including time for consultants to make changes Feedback within 21 days	2 months	Aiming for 28 days for referral response, in line with engineering. However recently has been closer to 60 - 90 days.
Which departments/units involved in assessment of landscape plans?	Engineering and the landscape officer.	Landscape team. Subdivision and development engineering where required	Subdivision engineers	Landscape, engineering and major development	Landscape subdivision, engineering, open space, transport, coast and water, facilities		
What are the key barriers to timely approval of landscape plans?		Don't have authority under the act to endorse plans	Poor quality plans, rushed and careless.		Not responding to feedback, over embellishment		

Certification							
	Cardinia	Casey	Hume	Melton	Wyndham	Whittlesea	Mitchell
In the 2017/2018 financial year, how long did it take from lodgement of a plan of subdivision until certification?	Average for 2017/18 is 220 days	1 month	Certification - approximately 19 weeks (95 days) SOC - 2 days	Lodgement to cert = 174 days Cert to SOC = 336 days	405 days for approval	123 days for certification 30 days for SOC (SOC is very difficult to ascertain and this figure is an intelligent guess as there's little record keeping done on this stage, it also does not include internal referral times)	
What are the key barriers to timely certification of plans of subdivision?	If there is no permit at the time of certification approval Waiting on endorsed plans RA's gave 28 days to respond RA's Form 1 - stop for further info - amend easements S173 if prior to Cert (to be approved by planning and lodged) Getting restrictions approved	Waiting on permit conditions to be endorsed. Developers not looking at managed conditions. Developers not having access to SPEAR. Plans lodged too early.	The application can be skewed by the developer priority list. The application can sometimes be lodged before the permit is issued or prior to certificate conditions	Not having everything completed as it didn't all require approvals.	Early works consent, External authorities	Timeliness and quality of internal and external information received, resourcing, surveyors signing off on the plans	Number of staff.



	Cardinia	Casey	Hume	Melton	Wyndham	Whittlesea	Mitchell
Do you have any further comments regarding the conditions compliance process?	Nominating who has to sign off on particular components in SPEAR can create delays.	SPEAR is to cumbersome for complex applications. The obligation to stocktake should be with developers not council.			Spear has been used but it's still very manual with limited integration	Needs to be more ownership of the conditions	
<b>Development contributions negotiations</b>							
At what point in the process are the general terms of development contributions agreements negotiated? A. During the preapplication process b. During the permit application assessment process (i.e. prior to issue of the permit) c. Following issue of the permit (as part of conditions compliance)	C	A	B Large scale - generally prior to relevant development approaching the stage with LIK/WIK items. Planing approval has usually been issued including S173. Small scale - discussions can be prior to planning approval or development commencing.	C	B	C	

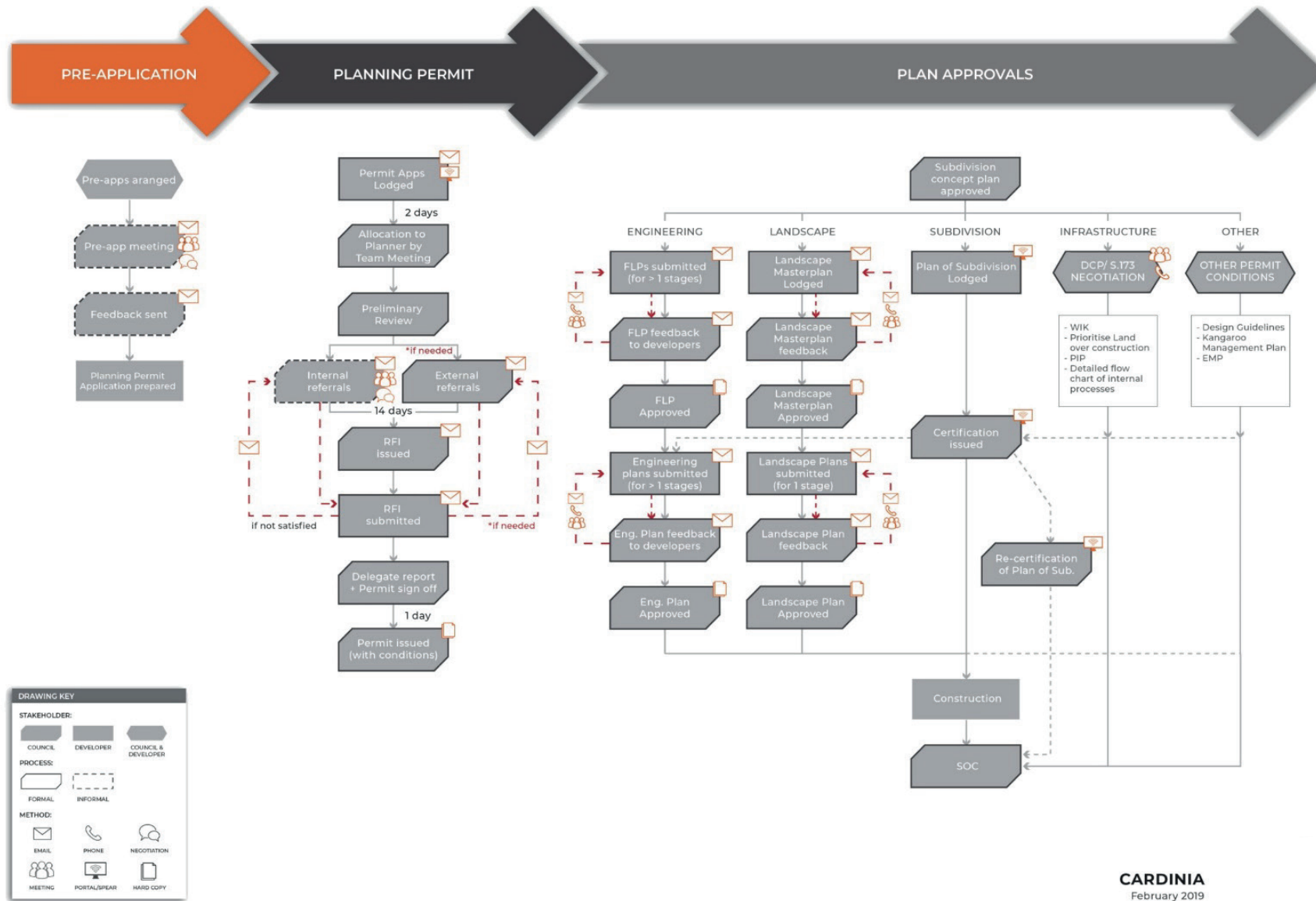
	Cardinia	Casey	Hume	Melton	Wyndham	Whittlesea	Mitchell
Is there are formal process for engaging in DCP negotiations with applicants/developers?	No, but they have internal process flow charts	apply for s173 early (preapplication), put a condition on permit (prior to cert of stage 1 173 registered), everything goes to Council (priority list) plus individual agreements. Currently reviewing the process/	Yes Developers must approach formally, then the request is assessed internally and reported to GAIPC. Subsequently considered by Exec Management and determined by full council.	No but there are DCP Guidelines and a Council Policy	No		No - strategic team
Who is responsible for DCP negotiations	Mostly engineering with input from the growth area planning. DCP officer works more on administration and schedules and the PIP.	Strategic Planning	Strategic planning	Allocated planner	Manager of Urban Futures and development Contributions team	Strategic Infrastructure	Strategic team but creating an ICP team
Who is responsible for signing off on negotiated agreements?	Co-ordinator of growth area planning.	Strategic planning delegates to the CEO	The CEO signs WIK/LIK negotiated agreements approved by council	Planning manager	CEO with delegation		Council is briefed, but signed off at manager level
In the 2017/2018 financial year, how many S.173 agreement were in negotiaton regarding development contributions?	21	20	15 with a number having multiple items - approximately 25 DCP items	8	18	8	NA

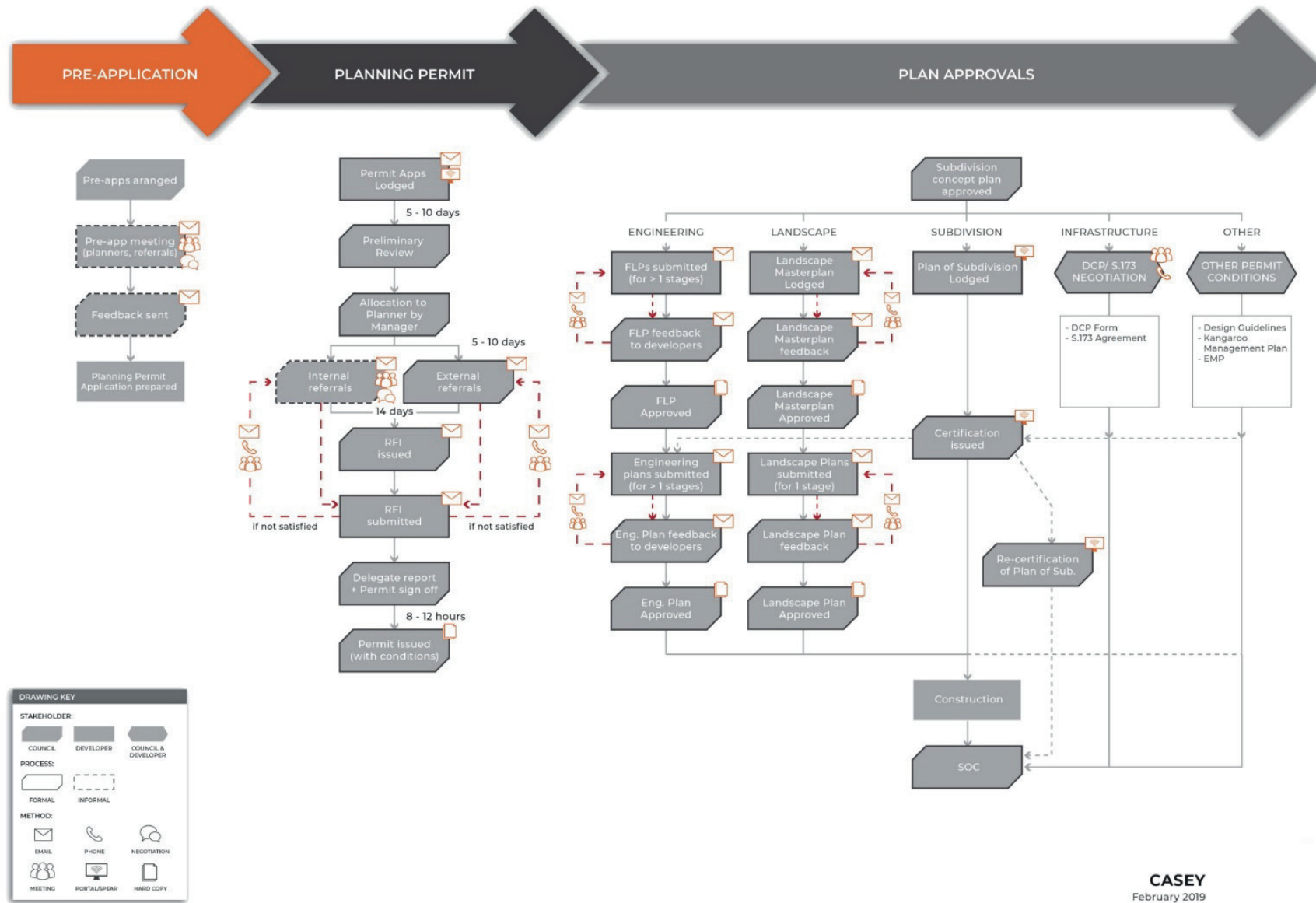
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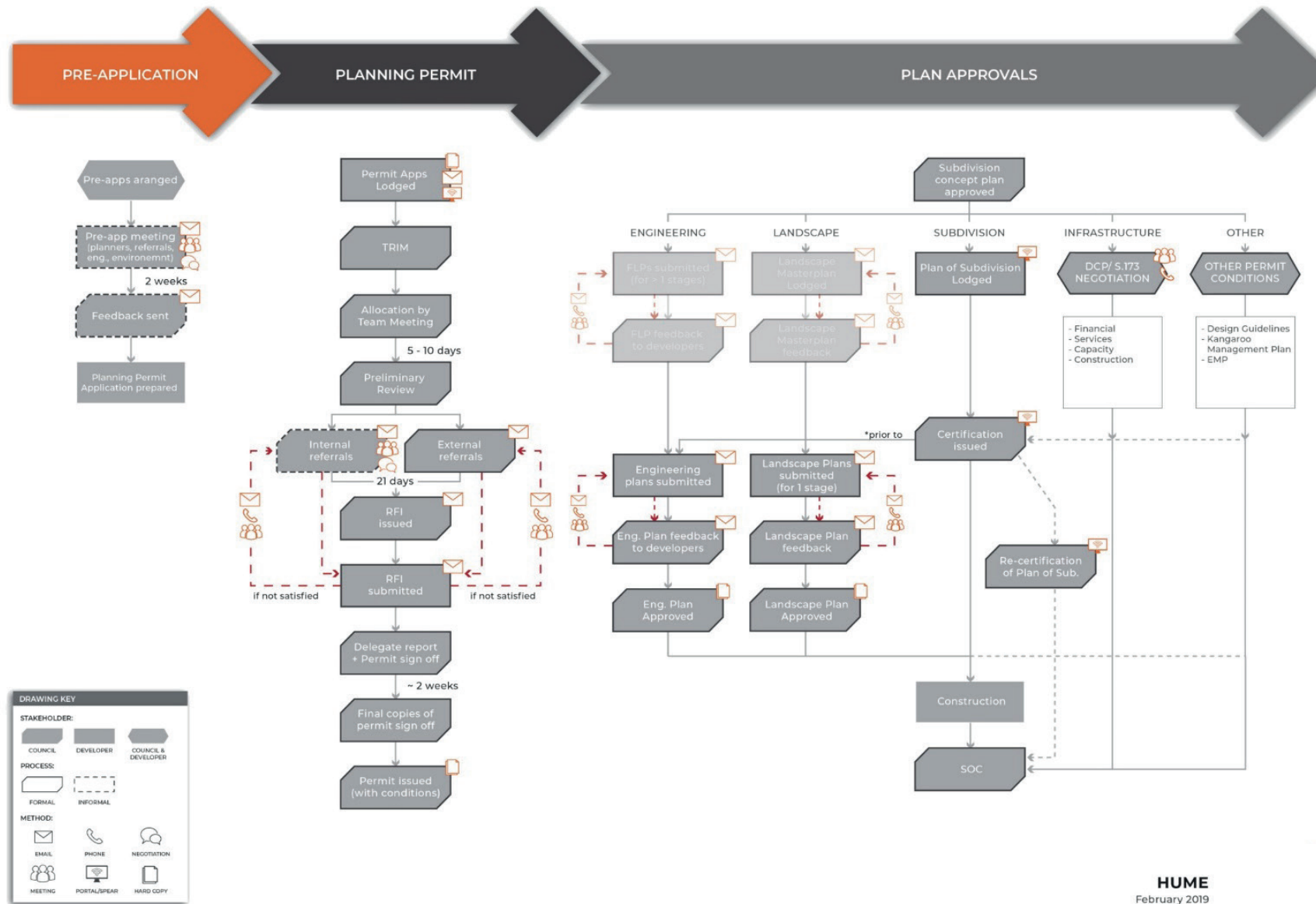
	Cardinia	Casey	Hume	Melton	Wyndham	Whittlesea	Mitchell
In the 2017/2018 financial year, how many S.173 agreement were signed/executed?	12	14	2		10	9	NA
In the 2017/2018 financial year, how many EFT staff were allocated to negotiating contributions agreements (including general negotiations and detail legal agreement negotiations)?	Less than 1. Weekly PIP/DCP meeting.	2 + some admin	1.5	3	4	3	
How many of the S173 Agreements signed include triggers for works to be undertaken prior to SoC?	All	All	One where the triggers are at SOC.	8	5	All	

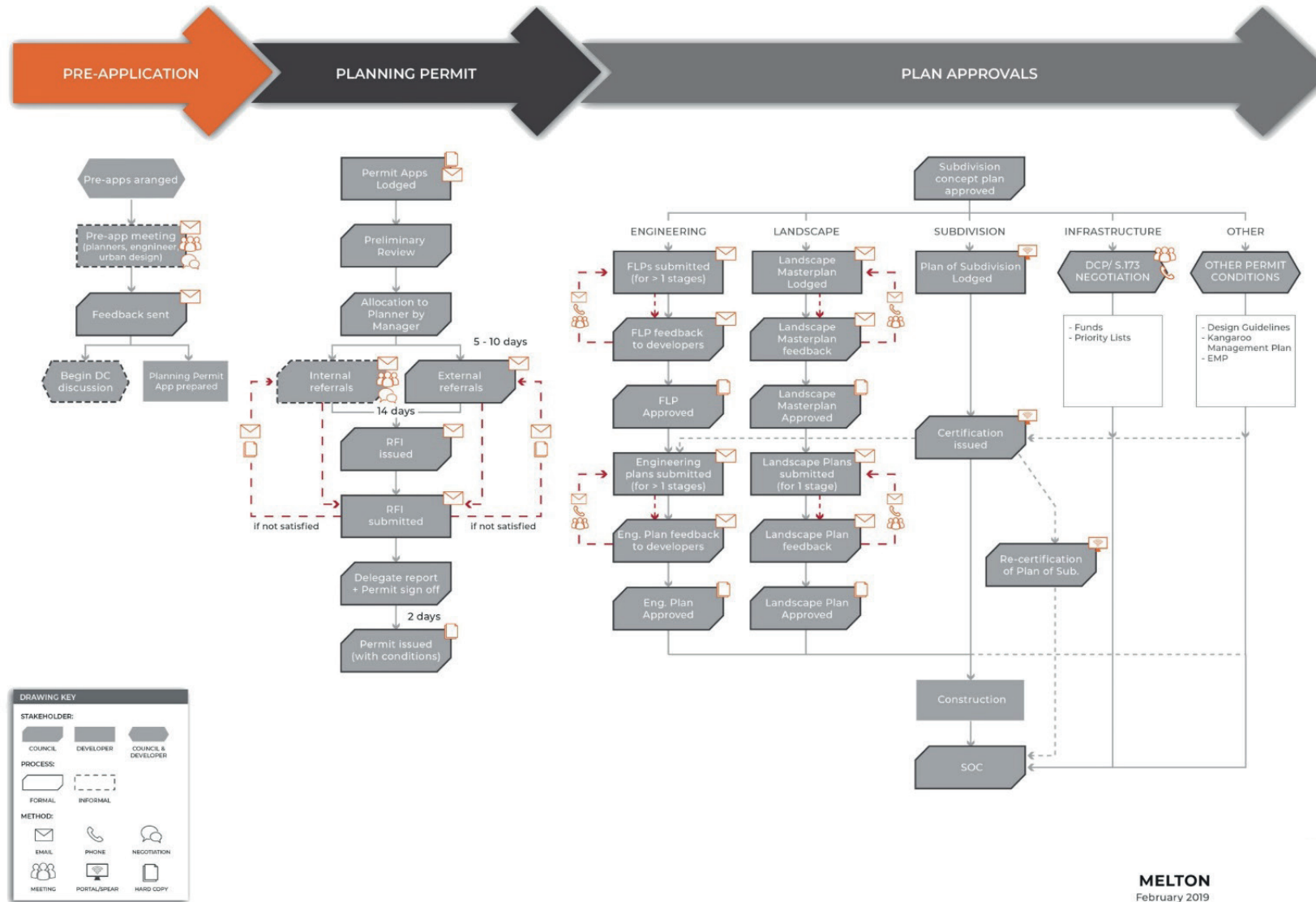
	Cardinia	Casey	Hume	Melton	Wyndham	Whittlesea	Mitchell
What factors are considered in supporting a works in kind or land in kind agreement?	They encourage WIK. If the credit exceeds the liability then council can pay them back. Prioritise land over construction.	Council report process undermines the priority list	Financial implications - of entering into the agreement Service need - benefits of early delivery if not in capital works long term plan Capacity - ability to manage the construction - Hume provided an assessment matrix for considering LIK/WIK proposals	Funds and priority lists.	The project priorities - cashflow and maintaining a surplus	Financial: Does the agreement reduce risk, close the funding gap, save money in the long term, minimise resource requirements. Quality: accord with relevant strategic documents, provide infrastructure to standards. Timing: reduce timeframes for delivery of infrastructure. prioritise delivery of infrastructure. Demand: assist to meet community demand. Significance: provide a catalyst for delivery of other projects.	
Public Infrastructure Plans	Have a great instruction sheet on what a PIP is and what should be included in the PIP						
DC processes	Have detailed flow charts for internal processes						

## APPENDIX 2: JOURNEY MAPS FOR PERMIT PROCESS

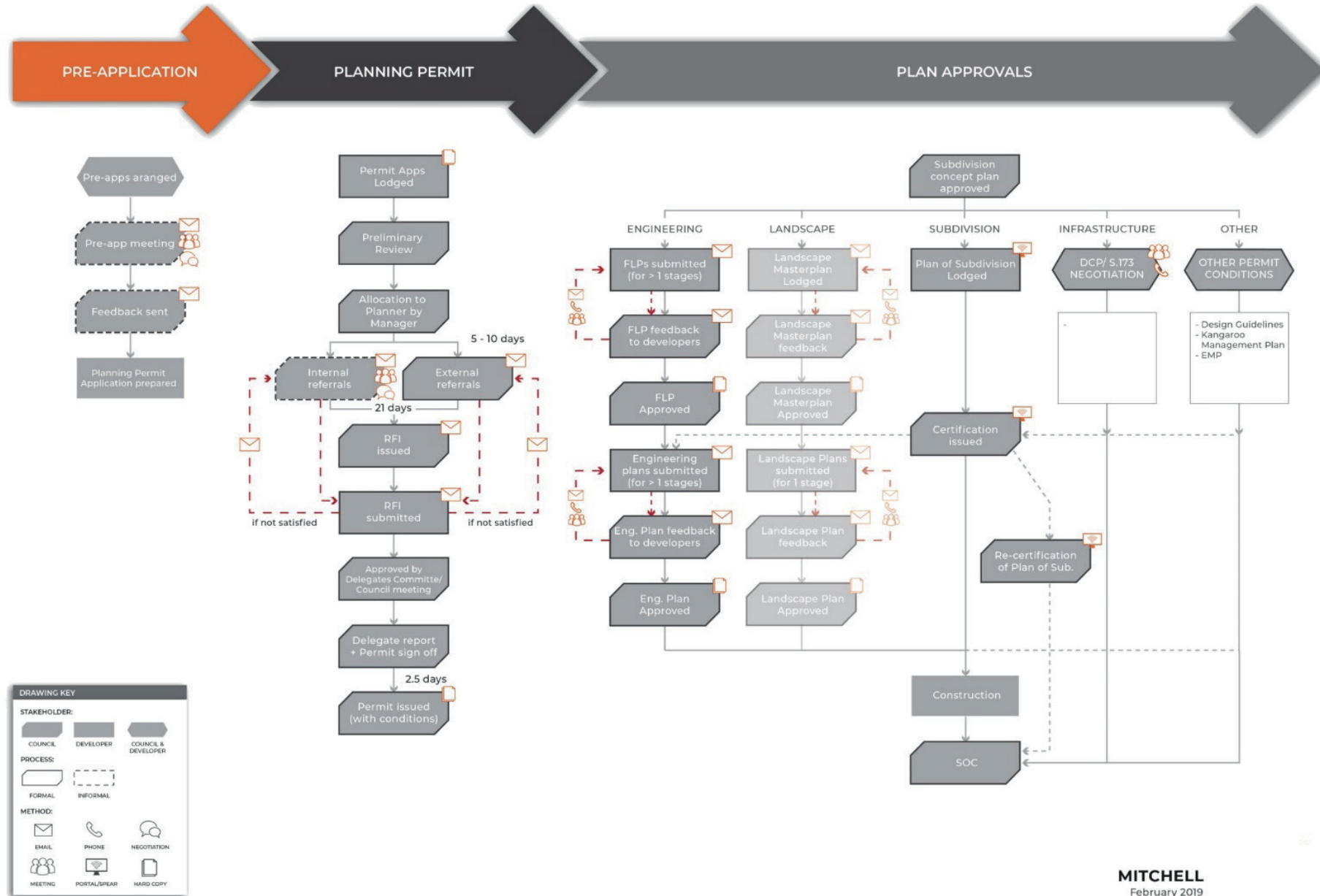


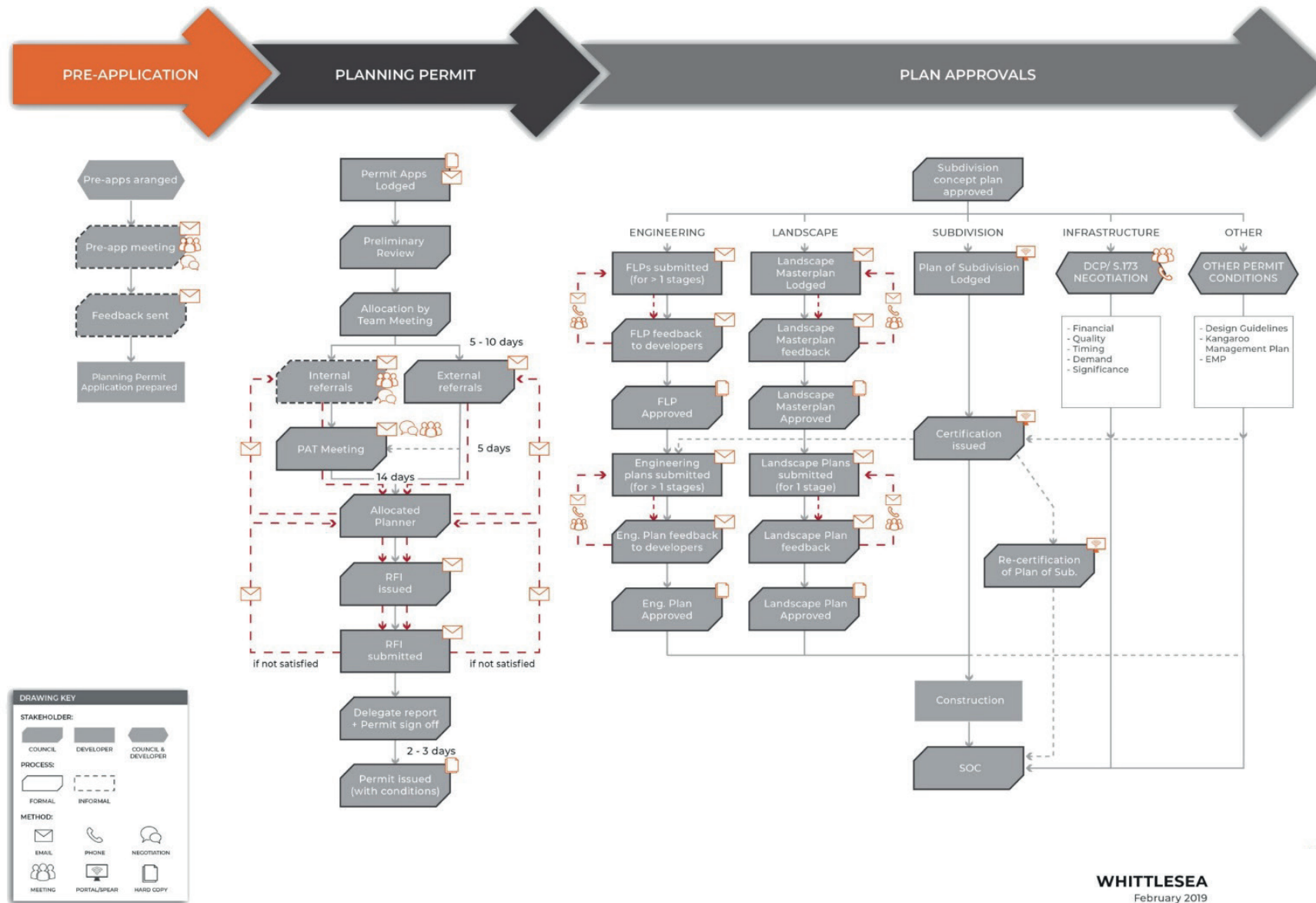


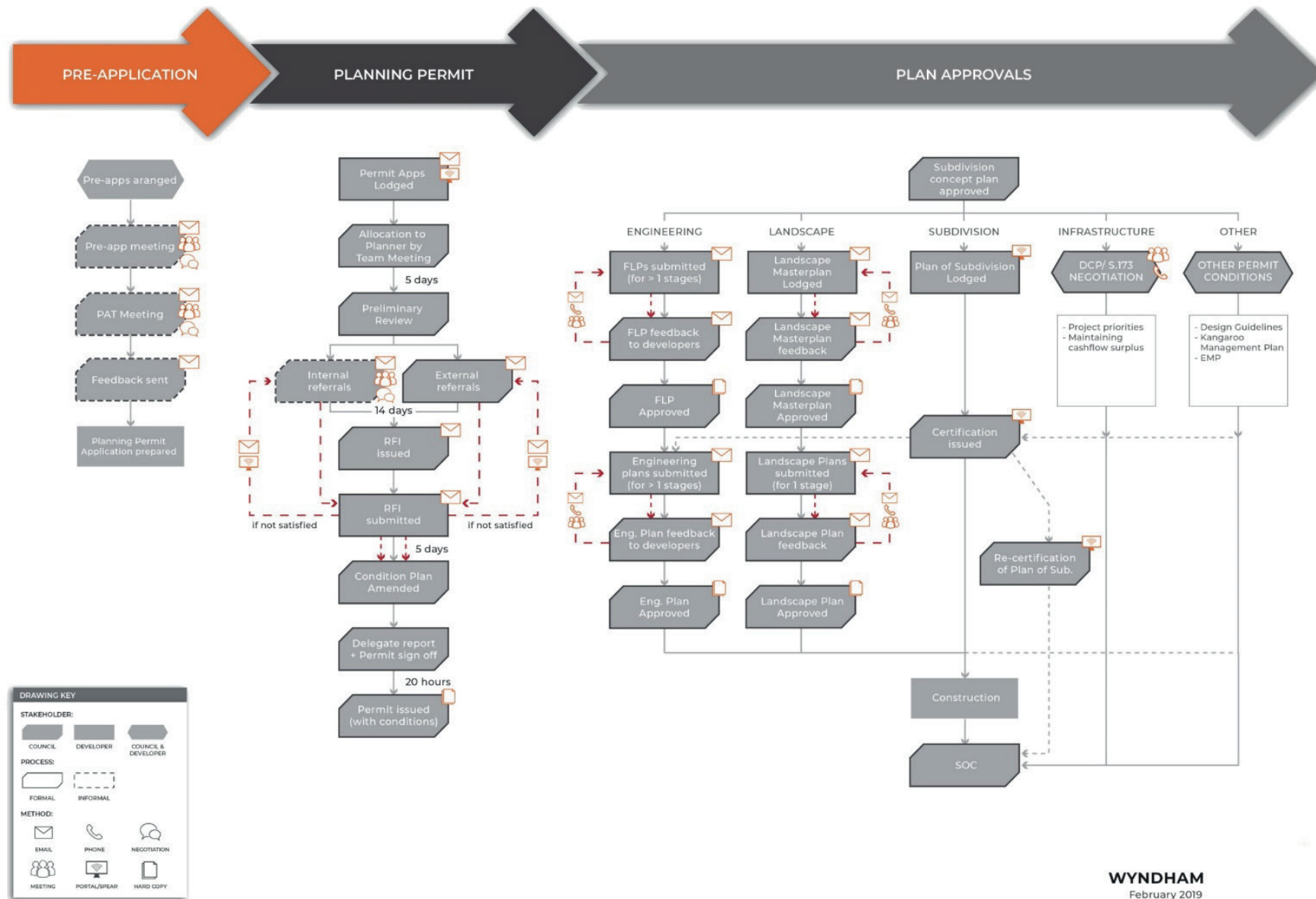












## APPENDIX 3: INDUSTRY FEEDBACK

		Cardinia	Casey	Hume	Melton	Wyndham	Whittlesea	Mitchell
Pre Application Process	What are your reasons for being satisfied or unsatisfied with this process?	<p>This process was sufficient at this Council, but they did not go above and beyond to provide critical feedback that could speed planning permit process in the long term.</p> <p>Neutral position based minimal involvement</p> <p>No response from Council on areas of uncertainty.</p> <p>Constant change of staff has required differing views to be satisfied, sometimes contradictory in nature.</p> <p>Lack of consistency has cost much time.</p> <p>Process typically undertaken by others for this part of the project, therefore I'm not in a position to judge the pre-app process.</p>	<p>Slow turnaround times for issuance of planning permit.</p> <p>Whilst it would have been good to have been able to organise sooner [PSP approval], it was a thorough meeting with all council's key stakeholders present.</p> <p>On the downside, and at the outset there appeared to be a rigid adherence to Council policy and the PSP and an unwillingness to consider alternative approaches to what might be considered, generally in accordance. This stance later softened.</p> <p>Generally prompt access to meetings and key staff feedback, however advice was very conservative in early interactions.</p> <p>Most issues were identified early and the officers who were involved were those generally allocated</p>	<p>1. No clear guidance / feedback provided at meetings. 2. Officers unable to provide a view / direction about what was required during meetings.</p> <p>no real feedback on what would be required for an approval</p> <p>No commitments are made for timing in the pre-application process, especially for employment led projects.</p> <p>There is very little comment made at the time. All issues are identified late in the application process. There is little exercise of discretion to achieve objectives.</p> <p>Generally good at setting up a pre application meeting in a timely manner.</p> <p>Sometimes issues with getting a</p>	<p>On the whole, we found the pre-application access to key officers from most departments (at pre-application meetings) to be satisfactory. Our interface at pre-application stage was in respect to a ghost permit application process.</p> <p>We found the lack of a finalised PSP in some cases to be problematic in terms of Council providing a definitive position on various elements of the proposal, however this is understandable. We were also able to establish monthly project team meetings from the ghost permit application stage which was very helpful.</p> <p>Set up bimonthly meetings to engage all critical personnel</p>	<p>The first request was ignored (3 years ago) despite formal requests.</p> <p>Subsequent pre-app meetings (in the last two years) have proven to be beneficial.</p> <p>We commend Wyndham Planning on their pre-application meeting process, having been offered access to a multi-department pre-application working group in respect to our proposal. There was a delay in terms of when we received the written feedback from that meeting, but we commend Wyndham Planning again for providing us with written feedback on our initial concept.</p> <p>However, there is an inflexibility by Council officers (or perhaps a</p>	<p>Some improvement recently but previously discussions were indecisive and failed to provide guidance.</p> <p>Council willing to meet to discuss the pre-application and the vision etc...</p> <p>Was hard to get a meeting.</p> <p>Agreements at the meeting did not flow through to the permit approval process (upon permit application lodgement).</p> <p>Consideration discussed at Pre-App mtgs were not considered at permit assessment.</p>	<p>Council Officers have been proactive in the pre-application process.</p> <p>Working with developers to get positive outcomes for all parties.</p>

		Cardinia	Casey	Hume	Melton	Wyndham	Whittlesea	Mitchell
			<p>the applications.</p> <p>Council welcomed the idea of pre-application meeting and therefore a start to the process to come.</p> <p>They are now willing to have any constructive conversations.</p> <p>Very thorough pre-app process with quality feedback.</p>	<p>written response and/or follow-up to key issues raised in the meeting.</p> <p>Extremely slow process, requests made beyond Councils authority.</p>	<p>for the life of the project.</p> <p>Generally meetings can be set up on short notice.</p> <p>Relevant staff usually attend.</p> <p>Written comments post-meeting are provided quickly.</p> <p>Management of Major Developments Unit has been rather poor. Lack of experienced staff making important decisions.</p>	<p>perception by officers that they are unable to exercise flexibility) to support propositions that are not strictly in accordance with PSP or other Council guidance.</p> <p>Over a 5 month period we have been attempting to work collaboratively with Council to come to agreement on a concept before committing to documenting and lodging a permit application. We have received good service from the planning team however they do not appear to have the ability to 'filter' all comments from internal teams and prepare an 'on balance' pre-application response.</p> <p>Timing to arrange meeting. Low level of pre-preparation for the meeting,</p>		

		Cardinia	Casey	Hume	Melton	Wyndham	Whittlesea	Mitchell
						<p>making the meeting quite useless.</p> <p>Pre-application feedback was generally very negative and conservative from an engineering base. Planners lack ownership of the process.</p> <p>Key issues that were discussed / resolved at pre-application process are brought up again during application process.</p> <p>Adhere to timelines well as per the agreed MOU Developer's agreement.</p> <p>Pre-application meeting was poorly attended by Council officers and outcomes of the meeting didn't translate to improve permit assessment outcomes.</p>		

		Cardinia	Casey	Hume	Melton	Wyndham	Whittlesea	Mitchell
Further Information Requests	What are your reasons for being satisfied or unsatisfied with this process?	<p>Council has often lost information previously provided in response to questions raised; their document management system does not appear to be fail safe.</p> <p>It is no better or worse than similarly located Councils. RFI was succinct and to the point. However some items could have been addressed via conditions of the permit. Was generally good. Council planners lack understanding of the delivery phase of a subdivision project and have lost the art of determining whether a plan of subdivision (or similar) is generally in accordance with an Endorsed Plan. Relative accuracies of different types of plans (i.e. survey v urban design) are not well understood by Cardinia Council thereby exacerbating the problem. The Council abuses the RFI process. It generally does not seek further information but seeks to force changes to the application.</p>	<p>RFI's in terms of traffic issues are usually reasonable. The process is fine, but the RFI's come out of the blue after multiple efforts to engage with the planners. Very conservative approach to RFI's. Requested information that was not necessary for decision making. Further information requests were not unreasonable in most cases. The team at Council are willing to take calls or call back to discuss any further information requests etc...</p> <p>After clarifying what was required for the Wetland masterplan - council then came back at the 11th hour with other requests.</p>	<p>We have found the RFI process to be highly iterative, requiring multiple responses to deal with the RFI issue(s), and in some cases new issues being introduced part way through this iterative process. In some cases also, Council departments varied the level or type of information required to satisfy issues. Our observation is that the considerable delays caused are less attributable to the Planning Department, but more about the internal referral process itself - (in)consistency of personnel involved, lack of an integrated approach to obtaining internal referral comments from all internal teams and synthesising these</p>	<p>Highly iterative - internal departments often having several goes at their RFI response (introducing new issues in some cases and introducing new information requirements for the same issue in others). The internal referral process had a tendency to be delayed on account of high workload issues or gaining access to the specific officer required to make comment. Timeliness of RFI response is good. However, lot of room for improvement in how the response is drafted. Seems that it is simply a copy/paste of internal department comments, and the Planning Department has not critically evaluated</p>	<p>More than once the Further Information requested has been specifically responded to / outcome agreed in previous discussions / RFIs. We've even had comments in two separate RFIs contradicting each other. speed of issuing RFI. Feedback was generally very negative and conservative from an engineering base. Tail wagging the dog. Planners failed to take ownership of the process, in particular referral feedback which dumped comments without consideration of a whole of Council position. This has improved, however, in the past 12 months. Has been some flaws in how many</p>	<p>We were satisfied with the willingness of the planning department to be open-minded about the particular nuances of our application, and their ability to effectively liaise with DELWP to agree a sensible interpretation of the PSP/ Planning Scheme controls applicable to our proposal. We did experience some delays however in the assessment of the application (including initially missing external referrals, and associated with the application changing hands within the planning department) which created some delays. Ridiculous requests for completely irrelevant analysis. Overly long and prescriptive and required information</p>	

		Cardinia	Casey	Hume	Melton	Wyndham	Whittlesea	Mitchell
				<p>into a single comprehensive RFI request, and a perception that the Planning team are not enabled to 'filter' RFI requests and prepare an 'on balance' RFI response. We also perceive a lack of resources across the board which results in delays in terms of capacity to deal with workloads.</p> <p>1. RFIs responses provided well beyond statutory timeframes 2. Lack of proper assessment of application material prior to issuing RFI letters. In some cases, the information being sought was included at the time the application was lodged. 3. Planners lack basic communication skills and in many cases a phone call to the applicant</p>	<p>to ensure consistency between department comments. Often comments between departments conflict, and there is no overall guidance from Planning on how to resolve these.</p> <p>Stock standard. A lot of copy and paste in RFI Letters that end up in 3-4 pages due to duplication and lack of internal department comment review which can be often be reduced by 50%.</p> <p>Planning team needs to manage comments from other internal departments. Ultimately they make planning decisions not engineering etc.</p>	<p>RFI's occur and the time lapse within each round of RFI. MOU process has been because it has brought this to the surface and it should be noted that Council have been responsive and open to improvement in this area.</p> <p>Experienced an inexperienced planner who doesn't understand the complexities of the Growth Areas and issued four additional informal FIRs after issuing a formal FIR.</p> <p>Additional FIRs could have been avoided if officer understood Growth Area planning better and had the skillset to make decisions for himself, instead of referring minor issues to internal departments.</p> <p>- RFI's are usually late, and can seem</p>	<p>that had been lodged with the application.</p> <p>Received comments but took much longer to receive from Council - could be based on how much changes are being proposed vs. the PSP.</p> <p>RFI process was overly detailed (ie. could have been resolved at detailed engineering phase).</p> <p>Shows council are avoiding making decisions in relation to permit approvals. Unnecessary requests for detail a planning permit stage.</p>	



		Cardinia	Casey	Hume	Melton	Wyndham	Whittlesea	Mitchell
				<p>would suffice avoiding the need for sending unnecessary correspondence.</p> <p>RFI's came through at different times and were not often co-ordinated.</p> <p>Items requested have often been previously provided or are not required for assessment.</p> <p>Extremely slow &amp; tedious info. requested.</p>		<p>motivated as a "stalling technique" rather than an actual wish to engage with the applicant or to find out further information - RFI requests are often for data that is irrelevant or not required for the application.</p>		

		Cardinia	Casey	Hume	Melton	Wyndham	Whittlesea	Mitchell
Permit Assessment Process	What are your reasons for being satisfied or unsatisfied with this process?	<p>Lack of consistency in requirements between stages; largely due to high turn over of staff; lack of staff experience means they don't often understand what is being provided to them.</p> <p>A long length of time between responding to the RFI and any further communication with Council.</p> <p>too slow</p> <p>Our experience suggests that Cardinia could do a lot better with the detail. It appears that some decisions that are made are made on an unknown basis and when challenged it appears that at times they are not willing to listen to reason.</p>	<p>Took far too long to issue a planning permit for a site that already had an approved PSP.</p> <p>The process took a fair while and it seemed that there was an effective veto power available to departments within council without an ability for the planner responsible to put a balanced position.</p> <p>This applied mostly to the rigid approach of the open space planners. That said the planner assigned to the application did a more than reasonable job of setting timelines for responses etc which were adhered to.</p> <p>slow to issue permit unreasonable permit conditions not completely transparent through process.</p> <p>No better or worse than Cardinia, Wyndham etc</p> <p>Generally worked well with open dialogue</p>	<p>1. No streamlined process available for large / complex subdivision and / or use and developments that deliver employment / economic development opportunities. 2. Internal referral processes appear to be functioning poorly and compound the delay in approval timeframes. 3. Overly conservative approach to "generally in accordance" test if applications lodged show any minor variances to approved development plans / . PSPs. A robust pre-application process would capture any issues surrounding this issues.</p> <p>Very long permit assessment periods; long and iterative RFI processes with a</p>	<p>Long assessment period; long and onerous requirements to respond to matters of design preference (rather than in connection with matters of non-compliance with the PSP or Planning Scheme), including issues put in writing as an RFI response, but which were not expressed at regular project meetings, resulting in misinterpretation and delays.</p> <p>Difficulty accessing internal department officers to deal with comments direct.</p> <p>We have found the planners to be on the whole as responsive as they could be, within resourcing constraints, but the overall process to be frustratingly slow for our clients.</p> <p>Very responsive, very reasonable and have an</p>	<p>efficiency overly strict alignment with rules without accounting for actual site context.</p> <p>Permit approval process rarely met timeline expectations.</p> <p>Planners lacked ownership of referrals and determining the Council position where there was conflict. External referral's rarely were received on time and draft permit conditions were issued without some internal comments.</p> <p>in the past a lack of RFI, or multiple rounds of comments sent through informally via email without being collated/reviewed by PLanning. This has changed recently however.</p> <p>Significant time spent negotiating draft conditions on</p>	<p>Whittlesea put the same permit conditions on all landholders within the same precinct, making it virtually impossible to progress development in an equitable and logical fashion.</p> <p>Depends on the officer. Some are good and others draw out the process unnecessarily.</p> <p>Ghost Planning Permit Application Process - allowing assessment to occur while many other variables are still tbc.</p> <p>They can be slow in assessing secondary applications.</p> <p>Difficult to get a meeting (after lodgement) to discuss RFI and council's requirements.</p>	<p>Council keeps you informed of where the applications is at. is happy to provided draft conditions and discuss them. Have had been on time with issuing the permits.</p>

		Cardinia	Casey	Hume	Melton	Wyndham	Whittlesea	Mitchell
			<p>with the planner.</p> <p>While were targeted and generally expectations were met.</p> <p>A proactive and pragmatic approach has been taken by planners. In some cases this has required resolution of inconsistency between Council departments.</p> <p>Time delays in responsiveness.</p> <p>We recieved a planning permit for a MDS in less thanr 3months from lodgement.</p> <p>They are very slow to issue permits, they are not willing to discuss any conditions.</p> <p>Generally good service within reasonable timeframes.</p>	<p>lack of certainty as to internal assessment timeframes; difficulty or deterrence from contacting internal department officers directly (whilst having one point of contact, being the planning officer, is always preferable, when delays start to occur with internal referral responses or there are subtleties around technical maters that could benefit from face time with internal department officers, this is not easily facilitated or encouraged). We have found the planners to be on the whole as responsive as they could be, within resourcing constraints, but the overall process to be frustratingly slow for our clients.</p> <p>Timing of the approval is an issue</p>	<p>attitude that we're working together to improve the Melton Council community. Good dialogue with officers during the process to resolve issues without delay.</p> <p>Generally staff are customer service focused, good at responding to queries and providing updates. and proactive on trying to resolve issues.</p> <p>Lack of resourcing = slow response times. Beyond 60 stat days on 70% applications.</p>	<p>issues that are more appropriately resolved at detailed engineering design phase. Council planners unwilling to negotiate and override Council's engineers who seem to hold most power.</p>		

		Cardinia	Casey	Hume	Melton	Wyndham	Whittlesea	Mitchell
				<p>with some applications taking up to 9 months from submission.</p> <p>The Statutory Planning section is hamstrung by Strategic Planning, who have too much input into details that Statutory Planning should be easily capable of considering.</p> <p>Engineering influence on decisions is too rigid and stifles good design outcomes.</p> <p>Lack of communication from assessment officer-responsiveness to emails/voicemails/calls. Large time gap between review of draft conditions and issue of permit.</p> <p>Extremely slow &amp; unnecessary conditions.</p>				

		Cardinia	Casey	Hume	Melton	Wyndham	Whittlesea	Mitchell
Plan Certification Process	What are your reasons for being satisfied or unsatisfied with this process?	<p>Due to the part time nature of the subdivision officers and apparent lack of hand over between them, means everything takes longer than it should.</p> <p>Last stage of a relatively long running project. Some hiccups as usual but we got there in the end.</p> <p>They Council employs part time staff and deadlines are not met due to absence of assigned staff.</p> <p>The individuals within the subdivision section are fantastic. It appears however internal communication at Cardinia is sometimes lacking. We find we have to provide the subdivision sections with documents issued by other Council departments. The subdivision officers also need to be given the ability to actually make a decision on certification issues. Too often the subdivision officers defer to the planners on even very basic issues.</p>	<p>At times this process was very slow.</p> <p>Better than most and usually goes smoothly.</p> <p>Unreasonable certification requirements i.e. s173 agreements registered prior to cert. Can take months to get street addressing completed.</p> <p>Happy with the timeframes for certification, and Council's willingness to follow up where the hold ups are and work with you to resolve them.</p> <p>They are slow to action certification.</p> <p>This process seems to work quite well and we've had difficult road blocks to get around - including a lot cap.</p>	<p>This is a question better answered by project surveyors, however typically the issue has been workload/ backlog related, resulting in delays.</p> <p>Vast improvement in the last 12months however prior 2 years timing of process took way too long and team under-resourced.</p> <p>Previous contract subdivision officer was extremely efficient. This is not the case for permanent staff.</p> <p>Good at updating SPEAR conditions outstanding.</p>	<p>Great processes despite lack of staff.</p> <p>Need more staff to cope with increasing number of development fronts.</p>	<p>Council can take a long time (despite no outstanding issues), but to Council's credit they haven't let this delay the development process.</p> <p>Comes through in a timely manner.</p> <p>No urgency to certify plans within the statutory timeframes.</p> <p>- Certification process can be very slow compared to other Councils - Internal referrals are frustrating: *</p> <p>Can be unaware that they have been referred to, thus taking 3-6 months to respond *</p> <p>Can not know the difference between Certification and SOC *</p> <p>Can not understand that Certification is required to start construction - Engineering Department in particular is</p>	<p>Referrals responses are taking too long which delays certification etc..</p> <p>Have been very helpful is resolving issued with conditions so SOC could be issued.</p> <p>Requesting info. that shouldn't be on Plans of Sub &amp; not allowing info. that should.</p>	<p>Keep you informed of the status and deal with issue preventing certification proactively.</p>

		Cardinia	Casey	Hume	Melton	Wyndham	Whittlesea	Mitchell
						<p>frustrating, stalling certification</p> <p>approvals despite the fact that they also have approval over Engineering Plans - so they already have a process to not allow construction to start</p> <p>- is a good point of contact, helpful, friendly, reasonable</p> <p>- is uncommunicative. Certification by can take up to 5-7 business days following all referral consents being received. - Street Addressing by Rates Department takes too long. This needs to be done quickly after referral, rather than wait until just before Certification, in order to allow Subdivisions to Certify straight off the bat.</p>		

		Cardinia	Casey	Hume	Melton	Wyndham	Whittlesea	Mitchell
Engineering Plans Approval Process	What are your reasons for being satisfied or unsatisfied with this process?	<p>Council has changed Council approved drawings after construction works have been well advanced meaning extensive variations and time delays have been incurred; i.e. 12 months added to 6 month contracts. This is now resulting in dispute with the contractor. Also the opinion received will vary depending on who you speak with and how experienced they are. No better or worse than other Councils. Last stage only of a multi stage project. Council uses engineering planning approval to introduce new requirements.</p>	<p>Casey's engineering department seem to be the highest functioning department we deal with in the delivery of our large land development. Generally smooth process. Engineering department provides comments without certification of the POS, so we can amend post first round comments and re-submit for approvals. Formal approvals occur 2-3 days after the certification of the POS occurs which is excellent. Allows us to tender, award and have confidence that plans will not change all that much. In general the plan approval process works ok. However they can slow to respond or not willing to discuss alternatives. Very little coordination with other</p>	<p>The number of submissions requirements for changes to plans is excessive - 3-6 months on avg. An FLP approval process as a condition 1 on subdivision approvals would reduce this timeframe. Approval timing could be improved. Requests to make amendments often inconsistent between stages. Very slow, uncommunicative and push everything through he planner who can't respond appropriately to technical questions. Extremely slow &amp; unnecessary requests made.</p>	<p>By far the quickest Council to turnaround comments and approvals for intersection / road design. Strong customer focus. Melton CC recognise that new development is driving the growth of the municipality for all. Council officers treat developers as landowners too (which they are). This is a welcome change from the adversarial approach experienced in other municipalities.</p>	<p>Council has made considerable effort over the last year to improve their processes / timeliness. inaccessible people for telephont enquiries Very slow response times. Council are keeping to the agreed time frames set out within the MOU reasonably well. Senior engineer unwilling to relinquish control of approvals.</p>	<p>Illogical comments that suggest they don't have the expertise to assess plans. Depends on the officers involved. Usually requires multiple submissions and inconsistent advice. Significant delays. It depends on which subdivision officer gets allocated your plans how well the approval process goes and how quickly matters get addressed. Extremely slow (the slowest I ever experienced), inconsistent with standards, tedious detail of no consequence to final outcome.</p>	<p>Assess plans in a timely manner and are willing to discuss matters</p>

		Cardinia	Casey	Hume	Melton	Wyndham	Whittlesea	Mitchell
			<p>departments.</p> <p>This area seems to work quite well - there aren't usually many hold ups.</p>			<p>approvals, who knows everything that is going on but is so stretched thin that he doesn't answer the phone or respond to emails. -</p> <p>Engineering approvals at the front end is generally better, but also can be slow. -</p> <p>The developer "fast track" process, of paying more for a quicker approval process, is unfair and inequitable.</p> <p>Government Authorities should treat all parties equally, not provide better service for those who have more money.</p>		



		Cardinia	Casey	Hume	Melton	Wyndham	Whittlesea	Mitchell
Landscape Plans Approval Process	What are your reasons for being satisfied or unsatisfied with this process?	<p>I have not been do directly involved but from a client perspective, it appears to have taken too long.</p> <p>The approval process is slow. Council requires landscaping beyond the site.</p>		<p>Greater transparency from officers regarding landscape standards / requirements early in the approvals process</p> <p>Resistance to vary from approved PSPs / strategic documents despite greater opportunities for nett community with additional open space areas</p> <p>Maintenance cost driven approach to landscape concepts approvals despite agreed urban design principles in planning documents. Greater need to embrace innovation of landscape design concepts.</p> <p>Streetscape approvals are not an issue. Park approvals can be difficult due to limitations on scope and budget.</p> <p>Landscape approvals are</p>	<p>Unreasonable landscape/ urban design requirements with no policy backing = huge delays and conflicts.</p>	<p>No issues from a processing perspective, timeliness of responses is good.</p> <p>Positive recent engagement.</p> <p>Fairly neutral in this area.</p> <p>- It is generally smooth and simple</p>	<p>Usually ok but Whittlesea standards for tree protection zones generally cause issues.</p> <p>Can be slow to assess plans.</p>	<p>Unable to get responses from them. Takes an extremely long time to get approvals through.</p>

		Cardinia	Casey	Hume	Melton	Wyndham	Whittlesea	Mitchell
				limited by species. Not always timely consideration of plans.				
Environmental Management Plans Process	What are your reasons for being satisfied or unsatisfied with this process?		There is a point of contact at Council that can assist in progressing approvals internally. Timeframes are great.	There is a tendency to "gold plate" EMPs but overall the experience has been good. vast improvement in approvals in recent 6 months Extremely slow & unnecessary requests made.	Good turn around timeframes and reasonable feedback.	timeliness of responses poor 1-2 years ago. Improvements have been made, but this section seems to be remote from the engineering department and there is a disjoint between approvals of the two depts. No accountability on timeframes. 6 months to get an EMP approved is a dereliction of duty by WCC. This reflects a poor standard of resourcing in Council towards this.	Getting responses to EMP is extremely slow, this can delay works.	

		Cardinia	Casey	Hume	Melton	Wyndham	Whittlesea	Mitchell
Statement of Compliance Process	What are your reasons for being satisfied or unsatisfied with this process?	<p>Last stage of a development and everything had to be wrapped up in terms of compliance with all permit conditions and was something of a painful process but it went well enough.</p> <p>Council does not appear to be proactively managing external authorities and it should take a much more proactive approach to managing referral authorities for the SOC process.</p> <p>Slow process Short staffed or part time, but result no staff to deal with SOC.</p>	<p>The Council officers are very quick to issue SOC.</p> <p>Generally very quick turnaround.</p> <p>Excellent, willing to discuss outstanding matters which makes the process realistic and once all satisfied its a reasonable timeframe to getting SOC issued 3-4days or less.</p> <p>In general the team is responsive and understands the urgency of Developers requiring the SOC as soon as all conditions have been meet.</p> <p>This area seems to work quite well - no further comments to add.</p>	<p>Vast improvement in the past 12 months with service and efficiency.</p> <p>Previous 2 years were a challenge.</p> <p>Previous contract subdivision officer was very efficient.</p> <p>This is not the case for other officers.</p> <p>Do not provide contribution amounts until all works are completed &amp; tend to request contributions for future stages.</p>	<p>Good timeframes and make reasonable decisions.</p>	<p>The internal process at Council could do with streamlining. It seems a little old school, with the subdivisions team having to physically track down internal parties to consent.</p> <p>The process has been running smoothly.</p> <p>SPEAR team are well organised, responsive and have a strong customer focus.</p>	<p>They are responsive and understand the urgency of issuing SOC in a timely manner.</p> <p>Tedious.</p>	<p>Quick to issue SOC when conditions have been meet.</p>
Which steps do you consider create the geratest unnecessary delays? (Tick up to 3).	Pre Application Process	2	2	2	1	2	2	

		Cardinia	Casey	Hume	Melton	Wyndham	Whittlesea	Mitchell
	From application lodgement to further information request	6	8	4	2	4	7	
	From lodgement of further information to issue of a planning permit	9	8	7	2	5	7	
	Certification of plan of subdivision process	0	3	1	0	1	0	
	Engineering plan approvals	4	4	4	0	3	5	
	Landscape masterplan approvals	0	3	0	2	0	1	1
	Development/Infrastructure contributions negotiations	2	7	3	0	4	4	
	Statement of compliance process	3	1	1	0	2	1	
	External referral authority responses	2	4	3	3	3	1	1
	Other (please specify)	1	0	2	1	0	1	

		Cardinia	Casey	Hume	Melton	Wyndham	Whittlesea	Mitchell
	What are the reasons for giving this answer?	<p>The reasons have been outlined in my earlier responses.</p> <p>Council do not recognise legislated timelines, but rather get to your application at the individual employees leisure.</p> <p>Excessive use of s173 Agreements in conditions and DCP. Excessive bonds and security. Council forces DCP/Council responsibility onto developer and other unfair conditions, delays approvals for so long that they trust that developer is under such time pressure that no appeal to VCAT.</p> <p>Lag in feedback from Council in response to the RFI revision.</p> <p>My experiences in submission of permit applications as a planning consultant.</p>						

		Cardinia	Casey	Hume	Melton	Wyndham	Whittlesea	Mitchell
Do you have any further comments?		<p>Construct DCP items in a timely manner by direct management. Accredited private planning firms and after in principle approval of land subdivision, allow accredited firm to complete process. Do not use s173 to enforce permit conditions. Revise PSPs urgently to get correct framework for planning permits.</p> <p>PSP - Council were disengaged in the PS process once it was handed over to the VPA. This was disappointing.</p> <p>Council needs to collaborate with developers to avoid high number of rather minor VCAT cases in PSP sites.</p>	<p>Casey are reasonably good at handling growth area Planning Permits, particularly when compared to other municipalities.</p> <p>Recent experience has been really positive.</p> <p>Out sources the assessment of applications to a panel of qualified consultants to speed up the process.</p> <p>Allow the planner ultimate say over an approval - if a consistence approach cannot be achieved through all required departments. This should ensure ease of approvals. More staff to be employed within the landscape department.</p> <p>Growth Area team needs to project manage estates with other ancillary teams internally and make decisions in unison.</p> <p>Lack of communication between internal departments can be</p>	<p>Ability to accept electronic submissions of information (at present the system requires hard copies to be sent so that they can be manually allocated a receipt/ reference number before being sent to the Planning Department. Also, the Planning Department is unable to accept/ open weblinks, meaning information packages beyond a very small size limit cannot be opened by Planners (instead Council's IT unit needs to open and then internally send back this information to the Planners).</p> <p>They need to be more responsive. At the moment the only way to get an answer is to organise a meeting with them.</p>	<p>Of all the growth areas, Melton are currently the best to deal with, competent, responsive and appear to be reasonably resourced.</p> <p>Experience of key staff can be lacking, particularly in negotiation of DCP issues and resolving issues internally between departments.</p> <p>Major Developments Team needs manage comments/ feedback from internal departments and filter everything before forwarding to Developers.</p>	<p>Wyndham should continue with the streamlining they have embarked on. Continue functional improvements to SPEAR;</p> <p>consolidate 'cradle to grave' departments under one umbrella (ie SEMP, TMP, Construction);</p> <p>continue eng approval improvements and communication with industry.</p> <p>The introduction of their own road network plan for Tarneit Nth which is contrary to the gazetted PSP, is ridiculous and slows everything down unnecessarily.</p> <p>Continuity of growth area staff and greater senior planning involvement in the decision making process with applicants so that adequate debate can occur.</p>	<p>Develop a plan for how infrastructure in the growth areas could be developed and facilitate avenues for developers to make it happen. Insisting that \$5million projects are delivered prior to development of the first lot on land that is outside of the developers land holdings is not a reasonable response.</p> <p>More staff review and better response times for some officers.</p> <p>More resources internally.</p> <p>Assess all properties (&amp; applications) evenly &amp; on their merits, not just based upon which properties council would like to see developed first.</p> <p>Council has a responsibility to the PSP outcomes, however, their actions do not</p>	

		Cardinia	Casey	Hume	Melton	Wyndham	Whittlesea	Mitchell
			resolved with good internal processes.	<p>Statutory planners need to be decision makers and resolve issues across the organisation instead of being dominated by other internal groups. The current situation leads to uncertainty and little guiding advice throughout the process.</p> <p>The culture of customer service is lacking - simple things like returning a call / email in a timely manner would make a big difference.</p> <p>Strict performance standards for statutory planners.</p> <p>Speed up assessment &amp; reduce permit conditions.</p>		<p>Greater collaboration and transparency with Developer's as to where the DCP's are spent and the timing of this. Stick to the statutory approval timeframes under the Subdivision Act without seeking further funding from developers.</p>	<p>reflect this.</p> <p>Reduce staff turnover, number of permit conditions and deal with applications within statutory timeframes.</p>	

## APPENDIX 4: PLAN APPROVAL TIMEFRAMES



Figure 23 Subdivision Concept Plans Timeframes



Figure 24 Engineering Construction Plans Timeframes





Figure 25 Landscape Plans Timeframes

## APPENDIX 5: SUMMARY OF MATERIAL PROVIDED BY COUNCILS

## SUMMARY

Council	Organisational Structure	Technology	Permits	DCP's + Infrastructure	Planning Guidelines and Templates	Policies / Procedures	Service / Process Reviews
<b>Cardinia</b>	<ul style="list-style-type: none"> <li>Dedicated Growth Area Planning team</li> <li>Other departments involved: <ul style="list-style-type: none"> <li>Strategic Planning, Administration</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Trapeze has the feature Lightbox</li> <li>HPRM: Content Manager</li> <li>OpenOffice</li> <li>SPEAR</li> </ul>	<ul style="list-style-type: none"> <li>Delegate report template (uses plans)</li> <li>Standard permit conditions</li> <li>Subdivision permit template</li> <li>Draft growth area planning conditions template</li> </ul>	<ul style="list-style-type: none"> <li>PIP Template</li> <li>DCP process flowchart</li> </ul>	<ul style="list-style-type: none"> <li>Building Design Guidelines and Title Restrictions</li> </ul>	<ul style="list-style-type: none"> <li>Development Contributions Process Overview (flow chart)</li> </ul>	<ul style="list-style-type: none"> <li>DCP Review 2018-ongoing (Streamlining for Growth funding)</li> </ul>
<b>Casey</b>	<ul style="list-style-type: none"> <li>Dedicated Growth Area Planning team</li> <li>Other departments involved: <ul style="list-style-type: none"> <li>Statutory Planning x 3 teams, Development Services, Municipal Building Surveyor, Subdivisions &amp; Development Engineers, Planning Compliance</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Techone</li> <li>Property and Rating</li> <li>Inhouse Lodgement Portal</li> </ul>		<ul style="list-style-type: none"> <li>Development Contribution Plan Rates webpage</li> <li>Managing funding for growth areas</li> </ul>		<ul style="list-style-type: none"> <li>Fee-for-service planning system officer report</li> </ul>	<ul style="list-style-type: none"> <li>LEAN Process and Service Review (Statutory Planning + Engineering)</li> <li>Statutory Planning report by New Focus</li> <li>Continuous Improvement – Statutory Planning profile</li> <li>Planning committee meeting for continuous improvement</li> <li>Planning Pressure Points</li> </ul>
<b>Hume</b>	<ul style="list-style-type: none"> <li>Dedicated Growth Area Planning Team (located in the statutory planning and building control services department)</li> <li>Other departments involved: <ul style="list-style-type: none"> <li>Subdivisional development, Statutory Planning, Municipal</li> </ul> </li> </ul>		<ul style="list-style-type: none"> <li>Planning Permit</li> <li>Delegate Report</li> </ul>	<ul style="list-style-type: none"> <li>GAIPC Decision Matrix</li> <li>VPA Streamline questions (related to DCP's)</li> </ul>	Nil	<ul style="list-style-type: none"> <li>Operational Procedures Manual (for planning)</li> </ul>	<ul style="list-style-type: none"> <li>PENDING: Service Review + Internal Audit</li> </ul>

Council	Organisational Structure	Technology	Permits	DCP's + Infrastructure	Planning Guidelines and Templates	Policies / Procedures	Service / Process Reviews
	Building Surveyor, Statutory Planning and Administration						
<b>Melton</b>			<ul style="list-style-type: none"> <li>Excel table showing the NDA of their PSPs</li> </ul>	<ul style="list-style-type: none"> <li>DCP dashboard</li> <li>DCP Administration guidelines</li> <li>Adopted DC policy</li> <li>PIP template</li> <li>DCP schedule template (focusses on the economics of DCPs)</li> </ul>			<ul style="list-style-type: none"> <li>Process + Service Review of Planning</li> <li>PENDING: DCP/ICP Process Review (recently awarded)</li> <li>Urbis PSP Population Forecasts</li> <li>Planning services review by Votar</li> </ul>
<b>Mitchell</b>	<ul style="list-style-type: none"> <li>No dedicated growth area planning team</li> </ul>		<ul style="list-style-type: none"> <li>Planning permit conditions</li> <li>Delegate report</li> <li>Signed delegate report</li> </ul>	<ul style="list-style-type: none"> <li>WIK template</li> <li>PIP template</li> </ul>			Nil
<b>Whittlesea</b>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Authority</li> <li>Sharepoint</li> <li>Trapeze</li> <li>SPEAR</li> <li>Outlook</li> </ul>	<ul style="list-style-type: none"> <li>Delegate report</li> <li>Subdivisions conditions</li> </ul>			<ul style="list-style-type: none"> <li>PAT process flowchart</li> <li>Ghost permit process</li> <li>Draft conditions information sheet</li> <li>Draft pre-app models</li> <li>GADA process guide</li> </ul>	<ul style="list-style-type: none"> <li>Process Review (no report output)</li> </ul>
<b>Wyndham</b>	<ul style="list-style-type: none"> <li>Dedicated growth area planning team</li> <li>Other departments involved:</li> <li>Town Planning (Established Areas), Landscaping, Engineering Planning, Engineering Development, Coordinator Building Services</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>DCP PIP report</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Engineering subdivision approvals process</li> <li>Permit process paperless</li> <li>Subdivision processing new SPEAR</li> <li>Referring a SPEAR application process</li> <li>Certification of a plan in SPEAR process</li> </ul>	<ul style="list-style-type: none"> <li>Planning Health Audit and Review 2015</li> <li>Planning Applicant Survey 2014</li> <li>Planning Applicant survey 2015</li> </ul>

Council	Organisational Structure	Technology	Permits	DCP's + Infrastructure	Planning Guidelines and Templates	Policies / Procedures	Service / Process Reviews
						<ul style="list-style-type: none"> <li>• Issuing SOC in SPEAR process</li> <li>• Subdivision managing estate permit conditions process</li> </ul>	

**CARDINIA****Building Design Guidelines and Title Restriction Template Current**

All new estates within the Cardinia Growth Area are required to provide a response to the Building and Design Guidelines (BDG). These guidelines set out the council's design principles for buildings in these emerging areas, which are reflective of the neighbourhood character they want to achieve.

This document is not the BDG, but rather is used to inform the writing against this code for new residential estates. It steps through the process with sections on: achieving compliance with the 5 requirements, additional BDG controls of a higher quality to improve an application, elements with merit not covered in the BDG and guidelines for applying title restrictions.

**PIP template**

Public Infrastructure Plans (PIP) are important, comprehensive documents covering all aspects of infrastructure delivery required because of development or subdivision. They are required for most developments within Cardinia's growth areas. This template is intended to aid in the writing of a PIP. It is not an exhaustive resource.

**Planning Permit Delegate Report**

An example delegate report for a real application received at Council.

This delegate report seems to be well balanced between summarising the work and context of the application to date, and making recommendations to ensure that the application continues to move forward. It includes a summary table of the position given by all external and internal referrals, which is useful, and then a summary of the assessment against the bigger sections of the PSP. The second half of the report is a list of draft conditions that feels proactive.

**Draft Subdivision Permit**

Is a working template for writing a subdivision permit.

**Draft Growth Area Planning Conditions**

Is a guide and template for staff when writing growth area planning permit conditions.

**Cardinia Shire Council Organisational Chart**

Comprehensive and covers through all the different arms of Council. Cardinia seem to have a standard employee hierarchy that isn't weighted to far either way.

**Development Contributions Process Overview**

This is a flowchart outlining the steps involved in the Development Contributions Process from issuing a planning permit through to the Annual Land Revaluation and Developer Contribution Indexation.

## CASEY

### City of Casey Statutory Planning report prepared by New Focus

A report to investigate the level of satisfaction regarding parent services offered by the council, where gaps exist and improvements that could be made.

Has a section on the experience of statutory planning with this council, which generally found that respondents were satisfied with Casey's work. The volumes of respondents was low however, at 17.

### Benefits Profile Template – Statutory Planning – Continuous Improvement

A template of potential initiatives that could improve some of the processes at Council. It outlines a brief description of what they area, the type of benefit (tangible or intangible), the measurement, priority and owner.

### Brief for Planning Service Review 2018

A brief written tendering for a project to review the four arms of their planning and built form services.

### Planning Committee meeting to report on decisions in planning applications

Since 2014 Council has been receiving more complex applications that are requiring more time to reach a planning decision. This is adversely impacting upon Councils timeframes.

During 2016/17, Council invested time into continuous improvements activities, going paperless and preparing for the new offices at Bunjil Place. The immediate result of this were planning delays, however these structural investments are beginning to come into fruition and Council is more comfortable with its position.

### Organisational Chart

An organisational chart that goes through the job titles only of the statutory planning and building services division. Casey seem to have an evenly weighted hierarchy for these teams. They have divided their planning staff into four teams consisting of 3 x statutory planning teams and 1 x growth area planning and subdivision permits. This has helped to maintain the ratio of managers to staff.

### Planning Pressure Points at Casey – June 2018

A high level discussion of the predictions for growth within Casey and the subsequent opportunities and challenges this presents.

The key themes it comes up with are: forecasting for growth, responding to developer pressure and growth area planning and infrastructure delivery. It aims to discuss each theme in some depth, identify some of the key opportunities and begin recommendations for ways to respond. It is written from the perspective of Council and acknowledges that brainstorming the viewpoints and impacts of Casey's growth from other actors is beyond its scope.

### Officers' Reports – Update on Funding and Innovation Opportunities for Planning Services (2018)

This report investigated the potential for Casey to introduce a developer funded fee-for-service planning system within their PSP areas. This type of service is expected to generate approximately \$750,000, which would be used to fund five new positions at Council focussing their attention to working with the developers under the MoU. Influenced by the model at Wyndham City Council, this program would enable Casey to provide their planning services at the level desired by industry.

On the 16<sup>th</sup> of October 2018, Council endorsed the first pilot model of this fee-for-service, by supporting offers executing this model within the Cardinia Creek South PSP and with five developers under a MOU. Since then, this model has widened to include one other developer, Stockland, also working with a MoU.

In a similar approach, two Project Control Groups have been established. The point of difference with the Project Control Group model is that they focus on multiple development projects around Casey rather than just within select PSP's. The aim of this project is to provide improved transparency of the work program across multiple developments, so both council and the developer are aware of the same upcoming milestones and priorities.

The recommendation of this report was that Council endorse Officers executing a fee for service model of delivery for planning services.

**HUME****GAIPC Decision Matrix – LiK or WiK Requests**

The purpose of the spreadsheet is to evaluate the merits of requests for WiK or LiK credits instead of DCP payments. The objective is to maximise value for council.

**VPA streamline questions**

Is a discussion of the DCP's at Council, with reference to the volumes they are receiving, some of the processes they have to manage it and other asides.

**Planning Permit**

A real planning permit issued by Council that is useful to get a gauge of their conditions usage.

**Delegate Report**

An example delegate report for a real application received at Council.

This delegate reports contains a lot of context setting for the application. It goes through many of the local policies and zones without assessment, then moves into a comprehensive assessment of the key planning issues with all the regulatory 'working out'. Following this is the detailed breakdown of the assessment against Clause 56, covering off points that both comply and don't. It refers to 'approval subject to conditions', but doesn't delve into any draft conditions.

**Operational Procedures Manual – Statutory Planning Department 2013**

This is an internal welcome guide written to aid new statutory planning staff. It takes a granulated view of council processes and describes in detail how to do both the day-to-day and rarer tasks of the role.

**Organisational Structure Chart – Subdivisional Development**

Outlines the structure and relationships of the subdivisions department. This chart shows the position title, employees name and employment terms (ie full time).

Hume seem to have a standard breakdown of manager to staff. A role of interest is the Subdivision Administration Officer, which sits between the Manager of Subdivisional Development and the four heads of subdivision.

**Organisational Structure Chart – Strategic Planning**

Outlines the structure and relationships of the strategic department. This chart shows the position title, employees name and employment terms (ie full time). This seems to be a standard team.

**Organisational Structure Chart – Statutory Planning and Building Control Services**

Outlines the structure and relationships of the statutory planning department. This chart shows the position title, employees name and employment terms (ie full time). This seems to be a standard hierarchy, with two statutory planning teams and one dedicated to growth area planning.



**MELTON****PSP NDA**

An excel chart showing the different PSP's in Melton and a breakdown of different components such as gross and net residential and employment hectares, number of households and population.

**DCP Dashboard 2017 – 2018**

An inhouse council dashboard that seems to be regularly refreshed to show WiK, DIL, NDA and SOC for different DCP's. It also shows what stage these projects are at.

**Urbis – City of Melton Precinct Structure Plan Population Forecasts**

A refresher to a 2015 population growth forecast for all the PSP areas within Melton. This study breaks down the population predictions for each PSP within Melton over the years 2017 – 2027. It also does a schools report to show where and when the greatest need for education facilities are predicted to be.

**Development Contributions Plan Administration Guidelines (2013)**

Sets out an overview of how DCP's operate within Melton. It discusses the roles and expectations of Council and very broadly the process for how they are implemented. It does outline Council's priorities and position when negotiating DCP's.

**Adopted DC Policy**

A policy outlining the responsibilities and ownership within the DCP process at Council.

**Planning Service and Review by Votar**

A review of the planning services offered by Melton City Council with a suite of recommendations to improve these. Some of the recommendations made were to better align resources, develop the internal culture and upskill, improve internal systems and improve processes. Umbrellaed within this are specific actions and timeframes.

**Organisation chart for Engineering Services**

This seems to be a very balanced team, growing evenly from the head of engineering with four tiers (1, 2, 4 then 15 employees).

**Organisation chart for Finance**

Similar to the engineering services team, the finance team seems quite balanced with up to four tiers of hierarchy spread amongst the divisions.

**Organisational chart for the Planning Services Department**

Similarly balanced to the above, with four tiers of hierarchy.

**Public Infrastructure Plan Template**

A simple word template used to manage the outcomes negotiated by each DCP. It shows the item, a description, who is responsible, the staging and comprehensive plans.

**Development Contributions Schedule Template**

An excel template used to manage the financial aspect of each DCP, by calculating how much each area is required to deliver. It covers the different charges per area, the rate per NDH, the DIL, any WiK, WiK Credit or Land Credit.

## MITCHELL

### Standard Planning Permit Conditions

A comprehensive document outlining how to write permit conditions following Mitchell Council's style.

### Delegate Report

The front section of this delegate report outlines the relevant local planning policies, zones, particular provisions and clauses in a direct way, with little assessment. It then moves into discussion, choosing select themes to talk to and drawing in the relevant planning levers where appropriate. Potentially this means that some of the referenced particular provisions wouldn't have follow up. The back section of this report goes through the conditions they are predicting to use and their concluding comments. At the end of the report is an in-depth assessment against Clause 55 (Rescode) in the form of a table.

### Signed Delegate Report

Similar format to the above, but with a permit recommended to be granted as the outcome (as opposed to a Notice of Decision to Grant a Permit).

**WHITTLESEA****Delegate Report**

Briefly outlines the relevant parts of the planning framework without assessment or much commentary, but simply flags them as triggers for permits. Following this is a large table that goes over the external and internal referrals that were contacted, their stance on the application and their stance on the outcome. It then moves into assessment, reaching an outcome and the list of Conditions that they would recommend.

**Works in Kind s173 Template Review**

Is a template for Council to follow when setting out their Works in Kind.

**PIP Table Template for Planning Permit**

An table template for Council to use when setting out their PIP requirements.

**PAT meeting process flowchart**

Details this process from the receipt of an application lodged at Council, to the referral to a lead planner to establish the PAT team, doing assessment before the meeting, having the meeting, making final comments, having the lead planner consolidate these comments and then distributing correspondence to the applicant.

**PAT Process Terms of Engagement**

Refreshed PAT process with updated timeframes and terms of agreement for the people involved. It now includes circulating draft comments 24 hours before the meeting and the policy for resubmissions.

**Subdivision Conditions 11 January 2016**

Is a working table that contains the changes to the standard subdivision conditions as well as the standard conditions list.

**Ghost Permit Process Protocol (PSP's)**

Outlines council's process for dealing with Ghost Applications for the benefit of the external industry. It practically discusses the steps in the process.

**Draft Conditions Information Sheet**

Councils policy as to why they make draft conditions available to the applicant prior to a permit being issued. It raises the benefits of involving the applicant in this stage to pick out unclear sections, but reinforces that the permit will be the final version.

**Draft Pre-Application Models Internal Document Only October 2018**

Is an internal document describing the different types of pre-applications that can be run at Council. The four main types of pre-app were defined as general, informal, digital and formal. These have different outcome expectations for the applicant and Council and different requirements before the meeting is held.

**GADA Process Guide – Working Documents**

Further detailed explanation on the processes that planners will use at Whittlesea throughout their role. Goes through the PAT process, matters that need to have Council called in and those that don't, subdivision referrals, FLP's, storage, email and permit.

**WYNDHAM****Wyndham Health Check 2015**

See the summary of this report below under the section 'Previous Service Reviews/Audits'

**Wyndham Organisation Chart**

A typical organisational chart with four tiers of staff. Some middle managers can be in charge of larger teams than others, for example in the planning department vs. the landscape architects, but this is likely reflective of the councils staffing needs.

**DCP PIP Report**

An annual update on the Wyndham North Development Contributions Plan Project Implementation Project (DCP PIP). It goes through the context of the DCP area by showing the predicted growth in housing, and then what infrastructure will be required to sustain this. It steps through each infrastructure project and its priority within this DCP, as well as continuing a discussion about how each of these priorities are being met.

**Engineering Subdivision Approvals Process**

A flowchart detailing the Council's process from receiving a Functional Layout Plan through to returning the maintenance bond.

**Permit Process Paperless**

A flowchart detailing the paperless process Council go through from receipt of a planning application through to granting a permit decision.

**Subdivision Processing New SPEAR Applications**

A flowchart detailing the subdivision process for when a new SPEAR application is received, through to accepting the application. Interestingly in step 2.0 of the process, the outcome is the same for whether the application has been lodged or not into the internal systems.

**Survey Letter**

A copy of the letter sent to recent planning applicants that was seeking feedback on their experience with Council's planning department.

**Referring a SPEAR Application Process**

A flowchart detailing the process from deciding which authorities require referrals through to closing an authority's referral response.

**Certification of a Plan in SPEAR Process**

A flowchart detailing the process from reviewing an application for a plan of SPEAR through to certifying the plan for certification. This is a short process, with only 5 steps between.

**Issuing a Statement of Compliance in SPEAR**

A flowchart detailing the process from ensuring the application meets the requirements of the permit, legislation and Subdivision team through to the Staged Subdivision. Interestingly, this process is unassigned as to which role is responsible for this process.

**Planning Applicant Survey (2014)**

A survey distributed to recent planning applicants to gauge the level of satisfaction they felt regarding Council's planning services.

**Results from a 2014 Survey**

The survey seemed to focus around the satisfaction of planning permit applicants with their assigned Council officer. For questions related to the professionalism, responsiveness and attention to detail Council came out to be generally 'good' or 'average'. The most polarising question related to how informed Council kept the applicant throughout the process, which came out more strongly as both poor and good.

#### **Results from a 2015 Survey**

This was the same survey, mailed out a year later. Council generally seemed to have improved over the course of the year, as for the questions related to the professionalism, responsiveness and attention to detail Council now tended to come out as 'good' or 'excellent'. The question relating to how informed applicants felt also had a higher response rate for 'good' when compared to the previous year.

#### **Subdivision Managing Estate Permit Conditions**

A flowchart detailing the process from determining whether an application is eligible for the internal database through to managing the conditions in SPEAR.

## APPENDIX 6: PREVIOUS SERVICE REVIEWS/AUDITS

### Wyndham Planning Health Audit and Review 2015 IO Consulting Group

Purpose: This health check was an audit and review of Wyndham council's statutory planning team and processes.

This is a summary of the more relevant discussions, issues and recommendation made within this audit.

- > Many statutory planners do not understand what happens in the strategic planning of greenfield areas. This audit recommends allocating statutory planning staff to specific PSP areas to build their knowledge and try to bridge the divide between the two halves of the planning team.
- > Software programs aren't fully integrated across the council, with some departments using different programs, and this is creating wasted time spent on re-entering data. This audit recommends upgrading the IT and placing a high priority upon the integration of processing and record keeping software.
- > Further Information Requests (FIR) are currently inefficient at Council. One of the causes of delayed timeframes and unnecessary administration is that the lodgement stage does not screen out incomplete submissions or hold them at the point of entry whilst waiting for the required information. Instead, incomplete submissions are fed to the relevant staffer. This audit recommends hiring a trained planner to act as a first point of contact, on the phones and desk, with the ability to prevent incomplete submissions from progressing to council. Alternatively, a self-audit checklist for the applicant to sign, and declare that they have submitted all the required documents, would be similarly useful.
- > Internal referrals are a Council pain-point that is slowing down their processes. The reason for this was that staff did not prioritise these highly enough or always respond in full. In turn time and effort needs to be spent chasing these up. This audit recommends that the referee send only the relevant information, for the sake of clarity, and have a weekly meeting to follow-up any delayed responses.
- > Growth area planners felt under-equipped on how to deal with day-to-day discretions on development land. This has led to inconsistent advice being given across departments. These staff believe that they would be better equipped by location specific plans and more precise guidelines on practical layouts.
- > The PAT team sometimes lacks a consistent voice. To address this, the audit recommends the PAT team should collectively set the agenda, scope and nature of policy advice required from each department present.

### Relevant Victoria Auditor General Office Reports

Managing Surplus Government Land, 8<sup>th</sup> March 2018:

- > *Context:* The state government owns a lot of land within Victoria, some of which is surplus to its needs and not being used with purpose. Sometimes this land is identified in areas where there are community needs for new land uses, but the physical availability of land is in short supply. In these areas if there is a clear benefit to unlocking public land for needed infrastructure or housing, then the government can sell it on the private market.
- > *Objective:* This audit is looking at how to make this process more transparent, holistic and consistent across government bodies and better tailored to the areas where it's needed. The purpose is to maximise value for the government.
- > *Result:* Land Use Victoria was established in response to manage the unlocking and sale of government land.

Effectively Planning for Population Growth, tabled 23<sup>rd</sup> August 2017:

- > *Objective:* From 2009 the GAA – now VPA – established Precinct Structure Plans (PSP's) as a mechanism for integrating land use plans and infrastructure plans. PSP's use standards based on predicted population numbers to work out the checklist of infrastructure and services that need to be provided, however this isn't meant to be prescriptive. Given the nature of planning for communities, PSP's should be made with heavy input from health, environment, education and transport bodies to get the best suite of outcomes when it's needed. However, there is little coordination between these different agencies and growth area councils. At the end of the timeframe, the PSP guidelines state that councils, in consultation with the VPA, are to review whether the PSP has delivered its key outcomes every five years. This audit found no evidence that growth area councils have initiated these reviews.
- > *Result:* The report made several recommendations to four different agencies – DELWP, DHS, VPA and DET. Broadly the recommendations sought to clarify the implementation and creation stages of PSP's by defining expectations between agencies. It was advised that PSP's tighten particular phrases, such as 'timely delivery', in order to remove ambiguity and achieve this.

Supporting communities through developer contributions and infrastructure contributions, financial year 2019 – 2020:

- > *Objective:* To determine whether development and infrastructure contributions provide required infrastructure to new and growing communities.
- > *Summary:* This report is planned to be released later in 2020.





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