

# IMPLEMENTATION



Good neighbourhoods start with good planning. Surveyors at work in Melbourne's western suburbs.

Realising the vision for metropolitan Melbourne outlined in this policy will require the commitment and cooperation of all Victorian Government agencies, the Commonwealth and local government. It will very often require authorities to abandon territorial perspectives and take an integrated approach to the metropolis. Most significantly, it will also necessarily involve productive partnerships between the public and private sectors.

The State Government will have primary responsibility for ensuring that the policy is implemented. Many of the mechanisms needed to manage this process are already in place.

Victoria has effective working arrangements with the Commonwealth in urban affairs – as demonstrated by the Better Cities Program. *Living Suburbs* calls for these arrangements to be developed with more clearly defined roles and responsibilities.

Local government will have an important part to play in developing and implementing the policy. Metropolitan municipalities are already major providers of urban services and infrastructure, contributing about one-third of total public sector expenditure on new metropolitan assets. They are well equipped to promote local economic and social development in association with business, research and community organisations. Councils will also influence Melbourne's future shape through local area planning and by facilitating cooperation between different providers of energy, water, drainage, sewerage and communications services.

## A whole-of-government approach

*Living Suburbs* demands action from numerous State Government agencies. Its implementation must therefore be carefully coordinated. The Department of Premier and Cabinet will take responsibility for overall coordination through departmental business planning processes, with line agencies being responsible for particular measures. The Departments of Planning and Development and Treasury and Finance will have a significant role in this process.

## Sub-metropolitan strategies

The policy will also guide regional and local strategic planning. Councils will continue to be responsible for planning at the local level; they will also be responsible for preparing detailed strategies within the framework established by this document and by the State Government more generally. Given the diversity and scale of the metropolitan region, councils will be encouraged to

consider wider sub-metropolitan issues, with appropriate assistance from the Victorian Government. State agencies will be responsible for city-wide initiatives in consultation with Commonwealth agencies as appropriate.

To be effective, sub-metropolitan urban management needs to involve both the responsible government authorities and key stakeholders in the business, industry and institutional sectors. It must also focus on achievable results. Among other things, sub-metropolitan strategies will be concerned with:

- locating and phasing development and infrastructure in areas undergoing growth and change
- locating and developing activity clusters and defining their relationship to residential areas and transport
- identifying natural resources and areas of environmental sensitivity
- planning and coordinating water, drainage, sewerage and waste management services
- defining projects which are strategically important either to the sub-metropolitan region or to Melbourne as a whole
- coordinating the activities of single-purpose authorities
- forging links between tertiary institutions and the community, particularly to develop more appropriate workforce skills in areas where economic restructuring has occurred.

Industry, local government, educational institutions and the community will play an important part in making this policy work.



## Linking the strategy to Budget processes

Measures referred to in this policy which are not already being implemented, or to which the Government has not already given an explicit commitment, will be subject to the normal corporate planning processes leading up to the annual State Budget. Measures involving capital expenditure will be tested against the Government's Investment Evaluation Guidelines, which call for interagency and interjurisdictional coordination and investigation of the alternatives to State Government provision.

These guidelines require detailed cost-benefit analysis of all projects, regardless of the funding source. Departments will need to be especially careful when evaluating projects funded from non-Budget sources to ensure that they conform to the Government's overall plans for metropolitan Melbourne. By making its own investment intentions clear, the Victorian Government will encourage private sector, Commonwealth and local government investment in Melbourne's future.



Victoria's Integrated Management Cycle links policy formulation and planning to resource allocation in the State Budget. *Living Suburbs* will assist the Integrated Management Cycle process by:

- clarifying the urban planning issues that need to be taken into account when considering specific infrastructure proposals
- providing an urban planning framework to place alongside the criteria currently used to appraise potential State Government capital works projects
- providing information on likely urban developments that will need to be taken into account in departmental planning.

Departments and agencies will be required to build the objectives of this policy into their corporate plans and annual business plans for consideration by the Government.

## Monitoring and review

A policy with such a long time frame cannot be totally pre-determined. Circumstances change and actions sometimes have unintended outcomes. *Living Suburbs* will therefore be subject to ongoing review.

Outcomes will be assessed against the objectives of the policy in an annual review by the Department of Premier and Cabinet in consultation with the private sector and local government. The Department of Premier and Cabinet will then report on progress to the Planning and Infrastructure Development Committee of Cabinet. This report will form the basis of an annual report to the public on progress to date.

A major review will be undertaken every five years and the strategic directions and their associated actions will be adjusted as necessary.

*Living Suburbs* is a policy for the long haul – a policy for our children and their children.



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