
Briefing Paper

Proposal for Regional Governance Framework for the North West Corridor

City of Wanneroo

and

City of Joondalup



Executive Summary

The purpose of this briefing paper is to secure State Government support for the establishment of a regional governance body to coordinate and manage economic development and infrastructure planning in the NW Corridor and to obtain State Government support for the proposed regional governance model to be leveraged through an appropriate State Government agency and headed by a Cabinet Minister.

The development of a Regional Governance framework is sought that provides:

- An effective, transparent and co-ordinated implementation mechanism to strategically respond to the needs of the Corridor;
- A reporting mechanism to State and Federal Government;
- Engagement and commitment from key stakeholders;
- A high level of consensus of direction in infrastructure priorities;
- Mechanisms and planning strategies to generate timely key employment land supply; and
- Integrated infrastructure planning to activate economic development in a timely manner.

It is essential that this regional governance structure has legislative legitimacy which leverages through an appropriate State Government agency and is headed by a Cabinet Minister in order to avoid replicating the ad hoc approach to strategic planning and development that currently exists in the North West Corridor.

The role of the North West Corridor Regional Governance Framework will be to coordinate and manage economic development and infrastructure planning in the NW Corridor and its key outputs will be:

- To develop the North West Corridor Structure Plan.
- To develop a North West Corridor Transport Strategy.
- To develop and implement strategies to deliver employment and skills outcomes.
- To develop and implement investment attraction strategies and action plans.
- To identify and prioritise major projects required for a healthy NW Corridor economy.
- To lobby key stakeholders for commitment to major projects.
- To ensure that key projects are included in treasury forecasts.

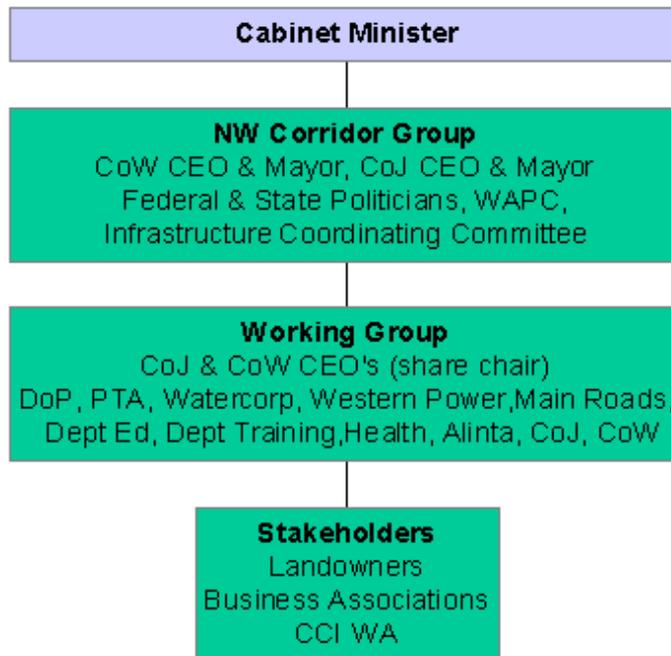
While this briefing paper is primarily concerned with the establishment of a regional governance body to coordinate and manage economic development and infrastructure planning in the NW Corridor, it should be noted that in order to achieve the implementation plan for Directions 2031 and subsequently feed into the required long term planning for the Federal Government's Future Strategic Planning of Capital Cities, the establishment of similar structures for each of the sub regions identified in Directions 2031 would also achieve the outcomes identified in other key state government documents.

The need for a holistic approach to infrastructure and economic planning is supported by the *Industrial Land Strategy 2009* which states that an overall vision for the economy, industry and infrastructure investment will aid in establishing the importance of industrial land availability to the overall economic well being of the metropolitan area.

The recent Technology and Industry Advisory Council report *Managing Western Australia's Economic Expansion - The Need for People and Skills*, calls for an integrated Strategic Workforce Plan which combines Population Policy and Economic Development Policy to deliver a high level strategy aimed at aligning education, training, immigration, industry development, regional development, major projects and infrastructure policy.

The proposed regional governance model for the North West Corridor is illustrated below.

Draft NW Corridor Regional Governance Model for Planning and Economic Development



Keys to Success

- Partnership with all tiers of Government
- Strong Terms of Reference

Outputs: 1. NWC Structure Plan & Infrastructure Staging; and
2. NWC Economic & Employment Strategy
3. Implementation

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1 Purpose

The purpose of this briefing paper is to secure State Government support for the establishment of a regional governance body to coordinate and manage economic development and infrastructure planning in the NW Corridor and to obtain State Government support for the proposed regional governance model to be leveraged through an appropriate State Government agency and headed by a Cabinet Minister.

2 Background

The recent planning history of the North West Corridor shows that previous frameworks failed to deliver an agreed sub-regional structure plan with associated infrastructure coordination and staging strategy and an economic development strategy (see **Attachment 5**).

The macro economic future of the corridor is therefore uncertain, defaulting to existing structure plans (developer, landowner and local government driven) and ad-hoc infrastructure delivery and limited state budget commitment.

The need for macro level strategic planning has been highlighted at Federal and State levels. At the national level this imperative will be strengthened by linking funding decisions to having in place long term integrated strategic planning for population and economic growth.

Capital city strategic planning systems naturally filter down to necessitate sub regional and local level planning to feed into these directives.

2.1 National Objective and Criteria for Future Strategic Planning of Capital Cities.

“To ensure Australian cities are globally competitive, productive, sustainable, liveable and socially inclusive and are well placed to meet future challenges and growth.”

(The Hon Anthony Albanese MP, 7 December 2009)

The Council of Australian Government Communiqué in December 2009 agreed that by 1 January 2012, all states will have in place capital city strategic plans that will meet the national criteria and noted that the Commonwealth will link future infrastructure funding decisions to meeting those criteria.

National criteria will provide the platform to reshape cities and the criteria will ensure cities have strong, transparent and long term plans in place to manage population and economic growth, plans that address climate change, improve housing affordability and tackle urban congestion.

The criteria will –

- Provide for future oriented and publically available long term strategic plans;
- Be integrated across functions (Land use, infrastructure and transport) and coordinated between all three levels of government;
- Clearly identify priorities for future investment and policy effort by governments;
- Provide for effective implementation arrangements and supporting mechanisms; and
- Support and facilitate economic growth, population growth and demographic change.

The national criteria for capital city strategic planning systems are included at **Attachment 1**.

2.2 Directions 2031 Draft Spatial Framework for Perth and Peel

The Western Australian Planning Commission Draft Spatial Framework for Perth and Peel *Directions 2031* was released in June 2009. Planning at the sub-regional level will form the basis of future planning and policy development. The growth management strategies and structure plans for each sub region will provide clear direction regarding the planning, management and staging of urban growth for the entire Perth and Peel region.

Directions 2031 will provide future oriented and publicly available long term strategic plans to manage population and economic growth and meet the national criteria for Future Strategic Planning of Capital Cities such as:

- Integrated across functions (land use, infrastructure and transport) and coordinated between all three levels of government;
- Clearly identifying priorities for future investment and policy effort by governments;
- Providing for effective implementation arrangements and supporting mechanisms; and
- Supporting and facilitate economic growth, population growth and demographic change.

Directions 2031 enables the development of a growth management strategy and sub regional structure plan for the North West Corridor. This structure plan will respond to the primary centre status of the Joondalup town centre, strategic city centre at Yanchep and other activity centres in the region. The staging of expansion of the movement network will also be included in the plan.

2.3 Other State Government Documents

The need for a holistic approach to infrastructure and economic planning is supported by the *Industrial Land Strategy 2009* which states that an overall vision for the economy, industry and infrastructure investment will aid in establishing the importance of industrial land availability to the overall economic well being of the metropolitan area.

The recent Technology and Industry Advisory Council report *Managing Western Australia's Economic Expansion - The Need for People and Skills*, calls for an integrated Strategic Workforce Plan which combines Population Policy and Economic Development Policy to deliver a high level strategy aimed at aligning education, training, immigration, industry development, regional development , major projects and infrastructure policy.

2.4 At a Regional Level - Building a Solid Regional Governance Platform

The North West Corridor Economic Development Challenge Report to the Department of Industry and Resources has as a key action “the establishment of a regional governance body to coordinate and manage economic development and infrastructure planning for the North West Corridor”.

Attachment 2 provides details of relevant reports that identify the need for a strong regional governance framework for the North West Corridor.

Collaboration between Federal Government, State Government agencies, local governments and the private sector is required to achieve “whole of corridor” economic development outcomes and infrastructure provision.

Attachment 3 provides a Governance Logic Flow Chart to demonstrate this collaborative model.

While this briefing paper is primarily concerned with the establishment of a regional governance body to coordinate and manage economic development and infrastructure planning in the NW Corridor, it should be noted that in order to achieve the implementation plan for Directions 2031 and subsequently feed into the required long term planning for the Federal Future Strategic Planning of Capital Cities, the establishment of similar structures for each of the sub regions identified in Directions 2031 would also achieve the outcomes identified in other key state government documents.

To ensure the legitimacy and ability of regional governance agencies to act and be taken seriously across state government agencies, it is proposed that the regional governance structure to be leveraged through an appropriate State Government agency and headed by a Cabinet Minister.

Attachment 4 outlines the draft Regional Governance Model.

Attachment 5 summarises the achievements of the North West Corridor Coordinating Committee. This will assist in identifying relevant existing studies that can be used, where appropriate, to inform the final North West Corridor Sub-Regional Structure Plan.

3 Proposal for Action

A key recommendation of the North West Corridor Economic Development 'Challenge' discussion paper is:

'It is recommended that a robust governance body be established and given the recognised authority and responsibility required for leading and overseeing the implementation of recommended actions.'

It is essential that this regional governance structure has legislative legitimacy with leverages through an appropriate State Government agency and is headed by a Cabinet Minister in order to avoid replicating the ad hoc approach to strategic planning and development that currently exists.

The development of a Regional Governance framework is sought that provides:

- An effective, transparent and co-ordinated implementation mechanism to strategically respond to the needs of the Corridor;
- A reporting mechanism to State and Federal Government;
- Engagement and commitment from key stakeholders;
- A high level of consensus of direction in infrastructure priorities;
- Mechanisms and planning strategies to generate timely key employment land supply;
- Integrated infrastructure planning to activate economic development in a timely manner;
- Clarification of roles for Federal, State, local government and agencies.

3.1 Deliverables of the Regional Governance Framework

To coordinate and manage economic development and infrastructure planning in the NW Corridor.

- To develop the North West Corridor Structure Plan.
- To develop a North West Corridor Transport Strategy.
- To develop and implement strategies to deliver employment and skills outcomes.
- To develop and implement investment attraction strategies and action plans.
- To identify and prioritise major projects required for a healthy NW Corridor economy.
- To lobby key stakeholders for commitment to major projects.
- To ensure that key projects are included in treasury forecasts.

4 Attachments

Attachment 1 – National Objective and Criteria for Future Strategic Planning of Capital Cities

Attachment 2 - Identifying the Need for a North West Regional Governance Framework

Attachment 3- Governance Logic Flow Chart

Attachment 4 – Regional Governance Model

Attachment 5 – North West Corridor Coordinating Committee Summary Achievements

4.1 Attachment 1: National Criteria for Future Strategic Planning of Capital Cities

To ensure Australian cities are globally competitive, productive, sustainable, liveable and socially inclusive and are well placed to meet future challenges and growth.

The criteria will: –

- Provide for future oriented and publicly available long term strategic plans;
- Be integrated across functions (Land use, infrastructure and transport) and coordinated between all three levels of government;
- Clearly identify priorities for future investment and policy effort by governments;
- Provide for effective implementation arrangements and supporting mechanisms; and
- Support and facilitate economic growth, population growth and demographic change.

Capital city strategic planning systems should:

1. Be integrated: -

- a) across functions, including land-use and transport planning, economic and infrastructure development, environmental assessment and urban development, and
- b) across government agencies;

2. Provide for a consistent hierarchy of future oriented and publicly available plans, including: -

- a) long term (for example, 15-30 year) integrated strategic plans,
- b) medium term (for example, 5-15 year) prioritised infrastructure and land-use plans, and
- c) near term prioritised infrastructure project pipeline backed by appropriately detailed project plans;

3. Provide for nationally-significant economic infrastructure (both new and upgrade of existing) including: -

- a) transport corridors,
- b) international gateways,
- c) intermodal connections,
- d) major communications and utilities infrastructure, and
- e) reservation of appropriate lands to support future expansion;

4. Address nationally-significant policy issues including: -

- a) population growth and demographic change,
- b) productivity and global competitiveness,
- c) climate change mitigation and adaptation,
- d) efficient development and use of existing and new infrastructure and other public assets,
- e) connectivity of people to jobs and businesses to markets,

- f) development of major urban corridors,
- g) social inclusion,
- h) health, liveability, and community wellbeing,
- i) housing affordability, and
- j) matters of national environmental significance;

5. Consider and strengthen the networks between capital cities and major regional centres, and other important domestic and international connections;

6. Provide for planned, sequenced and evidence-based land release and an appropriate balance of infill and greenfields development;

7. Clearly identify priorities for investment and policy effort by governments, and provide an effective framework for private sector investment and innovation;

8. Encourage world-class urban design and architecture; and

9. Provide effective implementation arrangements and supporting mechanisms, including: -

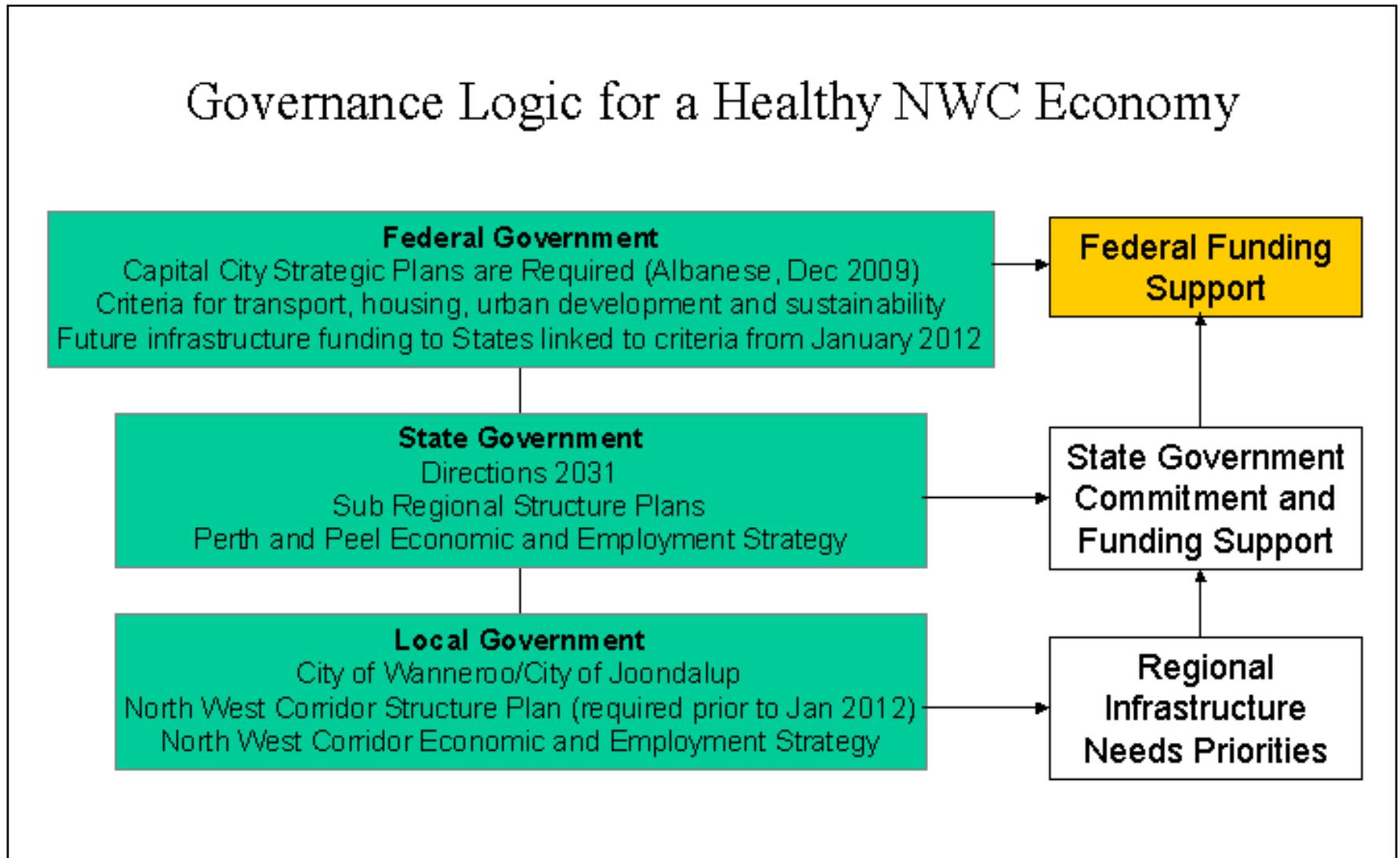
- a) clear accountabilities, timelines and appropriate performance measures,
- b) coordination between all three levels of government, with opportunities for Commonwealth and local government input, and linked, streamlined and efficient approval processes including under the Commonwealth Environment Protection and Biodiversity Conservation Act 1999,
- c) evaluation and review cycles that support the need for balance between flexibility and certainty, including trigger points that identify the need for change in policy settings, and
- d) appropriate consultation and engagement with external stakeholders, experts and the wider community.

Source: *The Council of Australian Governments (COAG) Communiqué from 28th meeting, Brisbane, December 7 2009.*

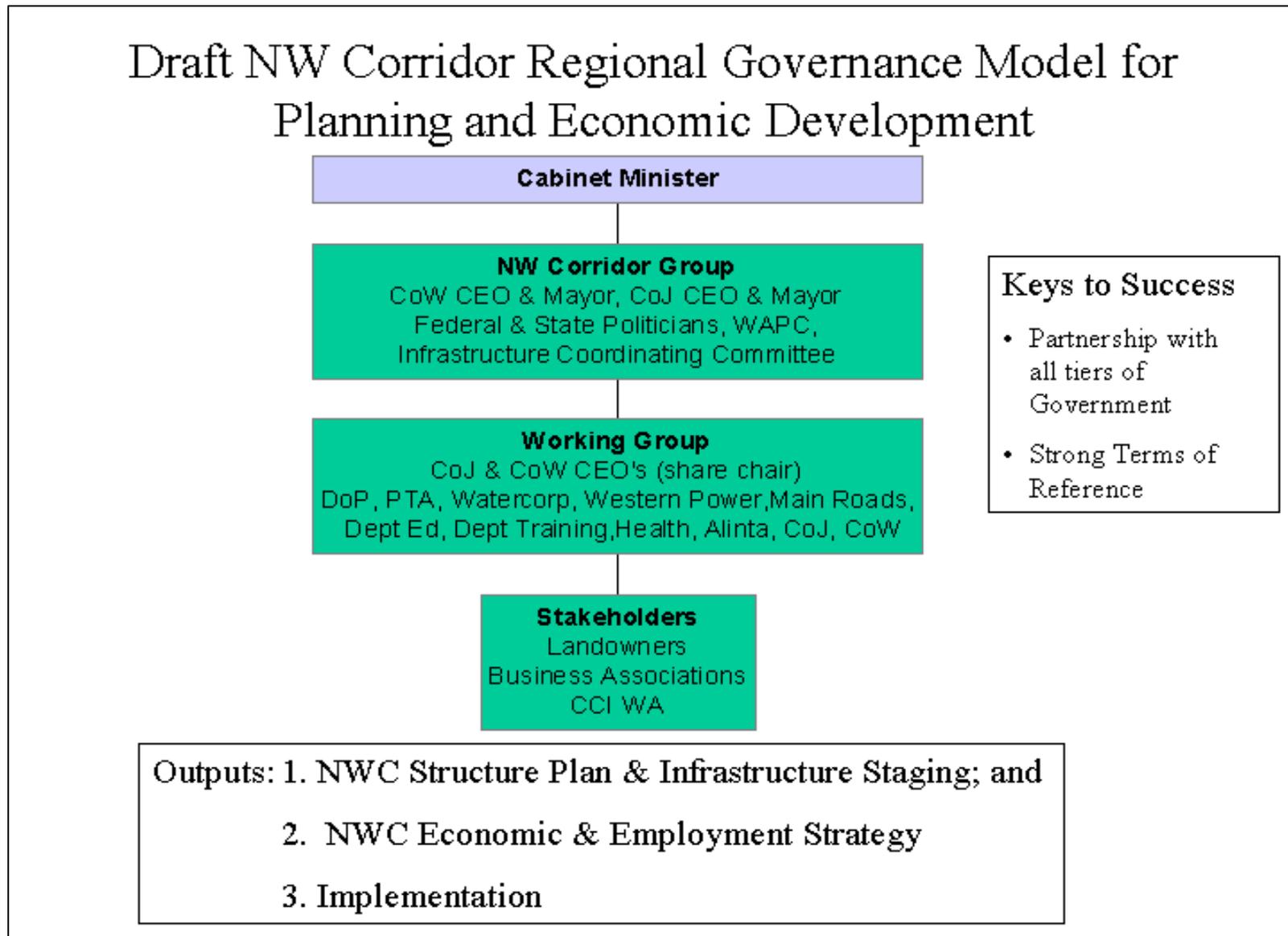
4.2 Attachment 2: Identifying the Need for a North West Regional Governance Framework, Summary of Major Reports

Report and Author	Agency	Date	Themes
The North West Corridor Economic Development Challenge. <i>SGS Economics and Planning</i>	Department of Industry and Resources	January 2008.	Addressing employment self-sufficiency. Industry and Investment Attraction. Creation of Activity Centres. Attracting high order jobs to region. Identifying major projects for region. Regional Economic Development Strategy. Regional Governance Structure.
Economic Development and Transport Implications in the North West Corridor. <i>Projenco</i>	North West Corridor Coordinating Committee. Department of Planning and Infrastructure. City of Wanneroo	May 2008	Economic and employment strategies for future growth. Coordinated approach. Knowledge business attraction. Regional governance framework and vision for Economic Development. Activity Centres. Strategic investment for infrastructure. Regional champions required.
North West Corridor Employment Planning Paper. <i>Pracsys</i>	Department of Planning and Infrastructure.	October 2008	Employment Self Sufficiency. Diversity of jobs required. Strategic high order jobs locally. Strategic Industry attraction – knowledge based and export. Boost transport infrastructure. Activity Centres. Holistic governance structures.
Directions 2031 Draft Spatial Framework for Perth and Peel <i>WAPC</i>	Western Australian Planning Commission	June 2009	Growth strategies for sub regions. Activity Centres. Transit oriented development. Local employment. Joondalup as a Primary Centre. Economic and employment strategy for NW Corridor. Industrial land strategy. Infrastructure provision linked to urban growth. Coordinated approach to infrastructure and land use planning.

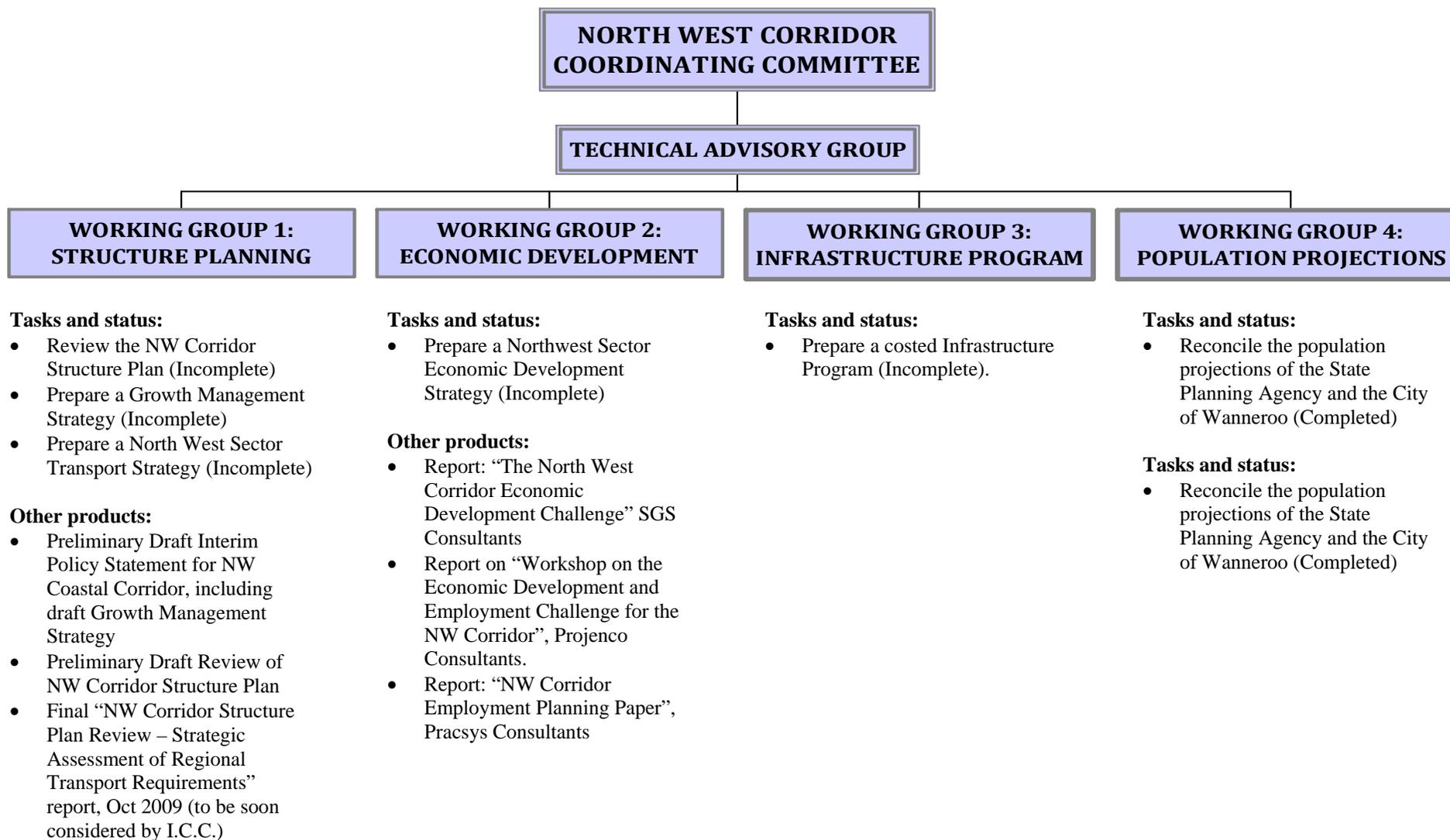
4.3 Attachment 3: Governance Logic Flow Chart



4.4 Attachment 4: Regional Governance Model



4.5 Attachment 5: North West Corridor Coordinating Committee Summary Achievements



Implications of Australian and State Government Policy on Local Government

