



STRATEGIC PLANNING



The five Rural and Regional Action Plans were launched in March

LAND USE, TRANSPORT AND BUILT-FORM PLANNING

DOI now has leading-edge strategic planning capabilities that have broader application across government. The next major piece of work is the completion of the Metropolitan Strategy, which is the first comprehensive plan for metropolitan Melbourne since the 1960s.

The integration of strategic planning, the coordination of infrastructure and land-use systems and cross-agency project delivery continue to make a significant difference to the achievement of government objectives. Disparate elements of transport and land-use systems join together under *Living Suburbs*, the Government's broad metropolitan policy, and *Transporting Melbourne*, an integrated transport system for Melbourne.

DOI will continue to foster better partnerships between communities, organisations, business and government through its regional offices

The overarching transport strategy *Transporting Victoria* is now issued in draft and a review of *Transporting Melbourne* has been completed.

DOI is currently analysing a wide cross-section of issues including population and land forecasts, travel and activity patterns, local government Municipal Strategic Statements and international and national strategies. This undertaking of review and analysis will be used to help develop the Metropolitan Strategic Framework, due for completion next year. The strategy will provide a robust

framework for integrated land use and transport to the year 2015.

RURAL AND REGIONAL STRATEGY

DOI has taken a lead role in the development of the Rural and Regional Strategy, and the five regional action plans developed by regional forums – an 18-month whole-of-government project focused on the future growth and prosperity of regional Victoria. While the Department of State Development will now oversee the implementation of the action plans, DOI will continue to foster better partnerships between communities, organisations, business and government through its regional offices and several actions identified in the strategy.

Already DOI has initiated the North-West Freight Transport Study and the Portland Access Study. Other Rural and Regional Strategy initiatives under way include a project aimed at streamlining the development approach process and the Land Use Profiler pilot, a tool to assist regional decision-making and to facilitate investment across Victoria.

TRANSPORT STRATEGIES

Strategies are also being developed in partnership with several municipalities and VicRoads to guide integrated transport infrastructure and land-use development.

The Outer Western Suburbs Transport Strategy (municipalities of Wyndham, Brimbank and Melton) and the Whittlesea Strategic Transport Infrastructure Study are due for completion later in 1999.

Panel hearings to consider the preferred option of the *Scoresby Transport Corridor Environmental Effects Study* (EES), assessing alternative land-use scenarios between Ringwood and Frankston, have been completed and the Minister's assessment is expected soon.

Studies were completed to identify any extensions to train and tram networks that should be mandated in contracts with franchisees as part of passenger rail franchising. Several projects were identified, the major ones were: (a) the extension of the suburban train network from St Albans to Sydenham and (b) the tram network from Mont Albert to Box Hill. The projects will be implemented over the next three years. Schedules were also set for new tram services to operate into Southbank and Docklands.

DOI worked closely with the Transport Reform Unit to develop commercial arrangements with the passenger rail franchisees that would encourage progressive improvements to services. As a result, future government payments to franchisees will increase proportionately to the ability of the franchisee to attract additional passengers.

AIRPORT RAIL LINK

A study has been completed on options including mode type/technology and effective routes for a future rail link to Melbourne Airport. An integrated express rail service extending from the Broadmeadows line was considered to be the most suitable option, and public exhibition of the possible routes

An integrated express rail service extending from the Broadmeadows line was considered to be the most suitable option

and consultation with the local community took place. A panel report considering an amendment to the Hume Planning Scheme to include a rail link reservation is due in mid-August.

CRUISE SHIPPING STRATEGY

The Victorian Cruise Shipping Strategy was launched in February. It provides a three-year plan to increase the number of cruise-ship visits from 19 in 1998 to more than 30 in 2001, thereby improving tourism and related economic benefits for the State.

Responsibility for the management of Station Pier was recently transferred from the Melbourne Port Corporation to the Minister for Roads and Ports and DOI. It is a key plank in the Government's *Cruising Victoria Strategy*.



Minister for Roads and Ports, Geoff Craigie (right) launched the Victorian Cruise Shipping Strategy with Captain Roland Hasell and the Minister for Tourism, Louise Asher, in February





Anita Curnow (left) boards the Route 703 bus at Blackburn Railway Station.

SmartBus will transform bus services linking key suburban activity centres, making them a mode of choice for travellers

ANITA CURNOW
PROJECT MANAGER
PUBLIC TRANSPORT PLANNING

In partnership with the Department of Treasury and Finance and key industry players, Stage 1 of the Victorian Ports Strategic Study (review of the existing industry) has now been completed. Stage 2 (developing demand/supply scenarios) will result in an appraisal of infrastructure requirements within a 30-year trade horizon for Victoria's key private and publicly owned ports.

DOI has completed a review of the Victorian marine legislative scheme. The *Marine Act 1988* and subordinate legislation are the primary legislation regulating marine safety in Victoria and one of three Acts regulating marine pollution in State waters. The legislation is complex, prescriptive and extensive. A key recommendation of the review is that a new modern Act be drafted and introduced in early 2000. Consultation on review recommendations with key stakeholders has been completed and the first stage of preparing drafting instructions for a new Act has begun.



Initial Smart Bus demonstration routes: Springvale and Blackburn Roads

aim is to integrate another 25 cross-town bus routes linking major activity centres and major interchanges with the train system, enhancing both radial and cross-town travel.

MODAL INTERCHANGES

Interchanges between buses and trains occur at 160 railway stations across Melbourne. With funding of \$10 million over five years, DOI plans to upgrade bus access, shelter, seating and information at these modal interchanges. A similar program to the value of \$10 million over five years is to be applied to modal interchanges across rural/provincial Victoria.

As a significant contribution to the enhancement of the rural school bus system, \$10 million is to be invested over the next five years in physical improvements such as bus bays and stops, interchanges, weather protection for waiting areas and a range of associated paving and roadworks.

SMARTBUS

The research for the SmartBus project, highlighting the benefits of major cross-town bus services in Melbourne, has been completed in consultation with suburban communities. With \$7 million funding over two years, a demonstration pilot for the Springvale Road and Blackburn Road routes will start next year linking major activity centres and railway stations. The eventual



SPORTS AND ENTERTAINMENT PRECINCT

In June, the Route 70 tram was relocated from Batman Avenue to Flinders Street, from where it turns into the new Exhibition Street Extension and runs parallel to the rail lines through the Sports and Entertainment Precinct.

The removal of the tram service from part of Swan Street and Batman Avenue has allowed roadworks to progress to the completion of the second stage of the Exhibition Street Extension, scheduled to be opened in conjunction with the southern link of the City Link project.

Contracts have been let for a major pedestrian bridge linking the concourse of the Melbourne Cricket Ground's (MCG) Southern Stand across the rail corridor to the new Multi Purpose Venue. This will be integrated with one of the new Route 70 tram stations, a large landscaped plaza, bus parking areas, taxi ranks and a new pathway to Richmond Station.

The replacement of the existing narrow footbridge between the MCG and Melbourne Park with a wider bridge to relieve congestion after major events has also been started.

Tenders have been called for the transformation of Swan Street, between Punt Road and the Yarra River, into a landscaped boulevard.

Progress being made on the implementation of the Sports and Entertainment Precinct Strategy is excellent and the improvement it will bring to the precinct will soon be available to users

GAIL MOODY
EXECUTIVE DIRECTOR INFRASTRUCTURE PLANNING
AND PROJECT DEVELOPMENT



The new North South Road running between the Colonial Stadium and Spencer Street Railway Station

DOCKLANDS TRUNK INFRASTRUCTURE

The recommendations of the *Docklands Traffic and Transport Study* undertaken by DOI in 1997–98 resulted in the development of a new road network for Docklands. The construction of the road network is proceeding and will be completed by June 2000, with the majority of the network operational for the opening of the Colonial Stadium in February 2000, including the new North South Road. This will allow Footscray Road to be truncated and developed as a local road with good pedestrian mobility between the Stadium, the Batman Hill Precinct and the waterfront. The reconstruction of Charles Grimes Bridge and the lowering of Dudley Street will be finished in the latter half of the financial year. DOI is closely monitoring the delivery of the trunk infrastructure works in association with the Docklands Authority, VicRoads and other government agencies.

It is expected that half of all trips to and from Docklands will be made by public transport. The construction of the Docklands tram extension has begun. By June 2000, the new tram track will be built and operational in Melbourne's Docklands, along Flinders Street west to Spencer Street, along Footscray Road to La Trobe Street and back to the city across the new La Trobe Street Extension Bridge. A service will be in place to provide access to Colonial Stadium when it opens in February 2000. The State Government is contributing to the cost of the project, while Docklands developers are providing the balance of funding. The tram service has been mandated upon Metrolink, the new owner of the Yarra Trams franchise.

STATION PIER REFURBISHMENT

Funding has been approved for the refurbishment of Station Pier in 1999–2000, based on the findings of a condition assessment report completed by DOI in 1998. The works will include the reconstruction of areas of the pier currently closed to traffic and deck and pile repairs. DOI has engaged a project manager to start detailed scoping and planning of the refurbishment, and this has involved tenders for the works.

In conjunction with the restoration of the pier, revised traffic and parking management arrangements have been developed to optimise landside access to service the needs of shipping activities at the pier.

LOCAL GOVERNMENT

Victoria's system of local government is in better shape than ever and this is reinforced by councils' community satisfaction surveys, which show year-to-year improvement.

Structural reform to the local government sector is nearly five years old. DOI has developed a strategy intended to foster the development and improvement of local government administration. Meetings were held with representatives of councils in all regions of Victoria. DOI prepared a paper outlining actions to be undertaken by the Local Government Branch over the next two years and this was distributed to other government departments and the local government sector for comment and to generate further understanding.



Prue Digby

Our focus is supporting Local Government in the delivery of good governance and quality services

PRUE DIGBY
EXECUTIVE DIRECTOR, LOCAL GOVERNMENT BRANCH

In summary, the strategy outlines a vision of partnership with councils and local government associations where DOI will shift from micro-management to administering legislation and encouraging and supporting the development of best practice. The action plan includes:

- good governance
- continuous improvement
- inter-government relations/administration
- intra-government coordination.

LOCAL GOVERNMENT PROGRESS

By 1 July 1998, all councils were required to have in place service charters for a minimum of three specific services, together with penalties that will apply in the event of a failure to meet the promised standards and formalised complaints procedures. To date, all 78 councils have prepared at least three service charters.

A total of \$22.85 million was distributed to Victoria's 44 public library services through DOI during 1998-99

Four councils (Manningham, Moira, Yarra and Melbourne) are now represented on the Government's Electronic Service Delivery (ESD) system, Maxi, which was launched in December 1997. DOI is working closely with other councils to encourage their participation. The cost of ESD has prevented many councils from moving to this method

as subsidies have not been available from Multimedia Victoria.

The first round of National Competition Policy (NCP) payments to local government has been completed and \$4.765 million was distributed to councils for NCP compliance in 1997-98. Councils reported on compliance in terms of the Competition Principles Agreements they entered into with the State earlier this year. All reported having met their obligations under the Agreement. Self-assessment of compliance by councils remains the preferred approach and the Chief Executive Officer of a council now certifies the entire NCP statement before it is submitted to the Minister. The review of local laws is a key item for councils' NCP compliance in 1998-99. Seventy per cent of councils have already submitted reports on the review of their local laws.

In March 1999, DOI released the Draft Best Practice Guidelines for Council Audit Committees and Internal Audit. The guidelines were prepared with input from the Australian Accounting Research Foundation (and the consent of the Institute of Internal Auditors Australia and the Australian Institute of Company Directors). The Guidelines are based on Australian and international audit best practices. The Draft was issued to all councils for comment and the Working Party has reviewed and determined the key issues from councils' submissions. It is envisaged that the Best Practice Guidelines will be finalised and released in September 1999.



Graham Dudley

PERFORMANCE MEASUREMENT

In September 1997, the Government announced that the local government rate-capping regime would be lifted from the 1998–99 financial year. Councils were given the power to raise rates and charges, subject to compliance with the performance measurement program and publishing segmented financial reports for the trading activities of in-house business units. For 1999–2000, councils have been advised that, in view of likely movements in the Consumer Price Index, rate increases of up to 3 per cent will be allowed, with increases above that amount subject to satisfaction of criteria established by the Minister. The Local Government Branch has received and noted submissions for rate increases from all councils.

DOI launched a landmark performance measurement and benchmarking report to all councils in July 1999. The report included 29 key performance indicators covering five critical areas – financial performance, community satisfaction, rates management, capital expenditure and operating costs. These indicators will be included in councils' *Annual Report Performance Statements*. The report also summarised the results of 47 comparative indicators, focusing on unit cost and quality measures for specific service areas for 1997–98. The performance management system is to be refined and is seen as a major component of a drive for continuous improvement in local government performance.

PUBLIC LIBRARIES

A total of \$22.85 million was distributed to Victoria's 44 public library services through DOI during 1998–99. This included \$914,000 for the State's two libraries for people with print disabilities, representing an increase of more than 37 per cent in Victorian government funding to these two vital services.

Sixteen new mobile libraries for rural areas of Victoria are being built under a \$2.48 million Community Support Fund grant. The first of these was launched in March 1999 and the remaining vehicles will be commissioned progressively during 1999. The mobile library upgrade program represents a significant investment in the future of rural Victoria and will ensure that communities throughout the State have access to quality library services.

In December 1998, the Victorian Government hosted the national awards for the Nestlé 'Write Around Australia' competition, a short-story writing competition for Year 5 and 6 students. Held in conjunction with the Victorian State awards, the function recognised the considerable effort that many thousands of students across Victoria and Australia put into producing stories of impressive quality and diversity.

Each mobile library carries up to 5,000 items (books, music and videos) and will be equipped with public-access personal computers to link country users to the Internet and other computer-based resources

GRAHAM DUDLEY, PROJECT OFFICER,
LOCAL GOVERNMENT OPERATIONS

MAJOR PROJECTS





The new Melbourne Museum in Carlton Gardens

The 20 active projects currently handled by OMP have an overall capital value of in excess of \$2 billion

The Office of Major Projects (OMP) manages the Government's interests in large construction and property development projects. OMP's primary objective is to manage these projects in a way that achieves effective delivery and meets agreed political, financial, economic, and social goals, including revenue, expenditure and time targets.

The 20 active projects currently handled by OMP have an overall capital value of in excess of \$2 billion. In 1998-99, OMP spent more than \$232 million of public funds on projects, up from \$161 million in the previous year. The public sector investment is combined with \$91 million private sector spending. Revenue receipts from land development projects exceeded \$41 million.

Earlier projects, which include those launched under the Government's Agenda 21 initiative, to revitalise the capital city and restore its commercial and cultural leadership, have been supplemented by several new cultural projects and a number of projects to improve the city's sporting infrastructure.

In the past year, OMP has successfully delivered several significant projects and reached important milestones on others.

Achievements include:

- completion of the Immigration and Hellenic Antiquities Museums at Old Customs House in Flinders Street (November 1998)
- completion of Phase 1 including the Newspaper Reading Room at the State Library (September 1998)
- completion of the Exhibition Centre Pedestrian Bridge

- relocation of the Museum of Victoria's collection from the State Library into new storage premises
- completion of feasibility studies and development planning of the proposed Commonwealth Games Village for use in Melbourne's successful bid campaign.

Other important milestones include commencement of construction of:

- National Gallery of Victoria Temporary Exhibition Gallery at the former Museum building in Russell Street
- Sidney Myer Music Bowl refurbishment
- Netball and Hockey Centre at Royal Park
- State Archive Centre, North Melbourne
- Multi Purpose Venue at Melbourne Park
- Federation Square Deck
- Sports and Entertainment Precinct Infrastructure improvements.

Construction of the new Melbourne Museum in Carlton Gardens is progressing towards physical completion in late 1999 for a July 2000 opening, while the documentation has been prepared for the \$136 million redevelopment of the National Gallery of Victoria to enable tenders to be called in August 1999.

Progress continues on major residential developments at Beacon Cove and Kensington Banks, both projects having been recognised by industry for their design excellence. Contracts of sale for the Mont Park residential development adjacent to La Trobe University were executed in April 1999.



COMPLETED PROJECTS

IMMIGRATION AND HELLENIC ANTIQUITIES MUSEUMS AT OLD CUSTOMS HOUSE

This \$20.7 million project has been recognised with the Master Builders Association award for construction excellence. It was opened in November 1998.

STATE LIBRARY OF VICTORIA REDEVELOPMENT (PHASE 1)

In September 1998, Phase 1 of the renovation was achieved with the completion of the Newspaper Reading Centre. The overall project cost for the Library Redevelopment is \$190.4 million.

EXHIBITION CENTRE PEDESTRIAN BRIDGE AND CONVENTION CENTRE ENTRY

Totalling \$10.6 million, these two projects will further enhance Melbourne's strength in the lucrative international convention and exhibition trade market.

COMMONWEALTH GAMES VILLAGE

Athletes and officials visiting Melbourne for the 2006 Commonwealth Games will be accommodated in a modern medium-density estate environment in Royal Park in Parkville.

After the Games, this development will be converted into a new inner city residential community containing approximately 820 dwellings of mixed sizes and styles.

The overall project cost is estimated as \$120 million from a mix of public and private sources.

The Multi Purpose Venue will have a movable roof and operable seating system with up to 10,000 seats to allow configuration as a velodrome, tennis or basketball show court, concert venue or conference auditorium

IAN HATFIELD
DEPUTY DIRECTOR
OFFICE OF MAJOR PROJECTS

NEW PROJECTS

NATIONAL GALLERY OF VICTORIA TEMPORARY EXHIBITION GALLERY

Building works should be completed in September 1999 to provide the National Gallery of Victoria with a temporary exhibition venue during the two-year closure of the St Kilda Road building. The venue will open in November 1999.

SIDNEY MYER MUSIC BOWL REFURBISHMENT

Demolition work and excavation work has started for the refurbishment of the Sidney Myer Music Bowl. The \$18.5 million development (including a \$3 million donation) will take place in two stages.

STATE NETBALL AND HOCKEY CENTRE

Construction started on the State Netball and Hockey Centre at Royal Park in March 1999. The overall project cost is \$27 million with a completion date of April 2000.

ROYAL EXHIBITION BUILDING REFURBISHMENT

The \$6.1 million project provides for the refurbishment of the northern façade. The repainting of the exterior of the building is also proposed in time for the Centenary of Federation celebrations planned for May 2001.

MULTI PURPOSE VENUE, MELBOURNE PARK

This \$65 million multi-purpose stadium, to open in April 2000, will incorporate an operable roof and movable seating systems.

CIVIC PROJECTS

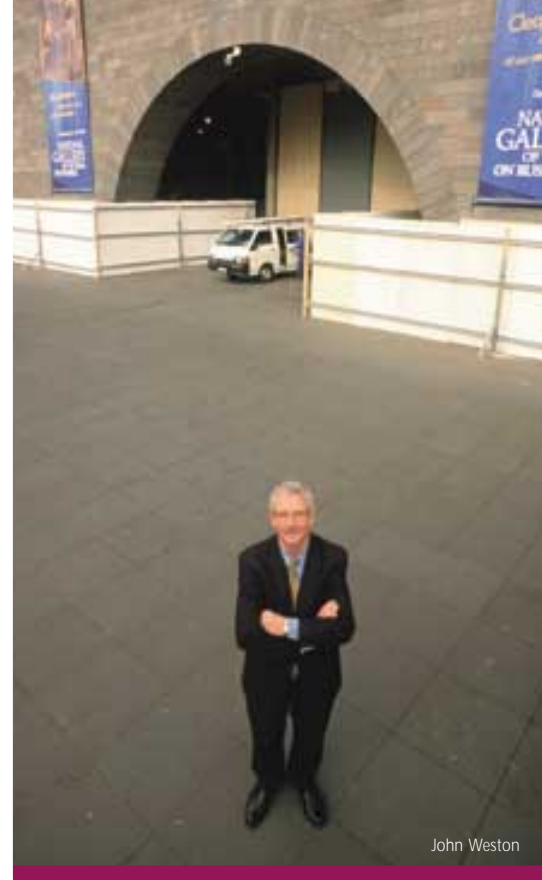
MELBOURNE MUSEUM

Construction of the Melbourne Museum in Carlton Gardens will advance to building completion by the end of 1999. The construction and installation of the museum exhibitions will begin in July 1999 for a Museum opening in July 2000.

The overall project cost of \$287 million includes \$263 million budgeted by the State Government.

NATIONAL GALLERY OF VICTORIA REDEVELOPMENT

Design development has been completed and documentation prepared for calling tenders in August 1999. Construction will start in December 1999 with completion scheduled for late 2001. The building will re-open to the public in the first half of 2002 after an extended period to reoccupy the building and install the art works.



John Weston

The Gallery Project focuses on the enhancement of the National Gallery as a Melbourne icon through the development of new international standard exhibition facilities for the display of the most important art collection in Australia

JOHN WESTON
PROJECT DIRECTOR
OFFICE OF MAJOR PROJECTS

Chairman of the Victorian Arts Centre Trust, Richard Pratt, at the Myer Music Bowl refurbishment project launch





Beacon Cove, Kensington Banks



MAJOR RESIDENTIAL DEVELOPMENTS

STATE ARCHIVE CENTRE, NORTH MELBOURNE

The three-storey State Archive Centre will provide a secure, climate-controlled environment for the storage and conservation of records and artefacts under the care of the Public Records Office and temporary storage for the National Gallery of Victoria's primary collection.

The total project cost is \$32 million with a September 1999 completion date.

FEDERATION SQUARE

A joint venture between the State Government of Victoria and the City of Melbourne, Federation Square is planned to become Melbourne's new civic and cultural hub.

Project cost is \$220.8 million with additional funding being sought from the private sector. An opening date of May 2001 is scheduled.

BEACON COVE

Beacon Cove is an innovative redevelopment by the Mirvac Group of a 30-hectare former industrial waterfront site at Port Melbourne. The completed project will comprise a medium-density residential development of approximately 900 houses and apartments

The first new home sites at Mont Park are due to be put on the market early in the year 2000 with an estimated project value of \$200 million

with land reclamation to create an exciting waterfront pedestrian promenade between Station and Princes Piers. Recently work has commenced on the new waterfront esplanade and boat harbour, which will include cafes and restaurants.

KENSINGTON BANKS

The redevelopment of former Newmarket Saleyards and abattoir land and the Kensington Army Depot as medium-density residential estate is targeted for affordability and mixed (private and public) housing under the Federal Building Better Cities program.

MONT PARK (BUNDOORA)

As part of the sale arrangements for this 85-hectare site, La Trobe University will take possession of a number of the handsome former hospital buildings for research and educational purposes. The first new home sites at Mont Park are due to be put on the market early in the year 2000. The estimated project value is \$200 million.