





UPco is a specialist statutory planning collective helping to define Australia's built future – and we're embracing every challenge along the way.

A BIT ABOUT US

Originally established as SJB Planning, UPco has been achieving great development outcomes for our clients for over three decades. We've become known and respected for our balanced, even-handed approach to town planning, and our deep knowledge of the development landscape.

Having started out as part of the multidisciplinary SJB group, we've always maintained a culture that's open and collaborative. Over time, we came into our own as an independent entity, and in 2021, we re-introduced ourselves as UPco.

While our business has evolved over time, the UPco ethos remains very much unchanged. We're a team that values genuine relationships, both internally and externally. We approach every project with a balanced and open mind, and we never underestimate what we can learn from others. Together, we become a force that's greater than the sum of its parts – enhancing our capacity to make a lasting positive impact on our urban environment.

OUR CAPABILITIES

UPco is here to help you at every stage of the planning process – here’s an overview of the range of specialist services that we offer.

ADVISORY SERVICES



Statutory planning advice & interpretations

UPco specialises in all things statutory planning. This includes analysis and interpretation of planning controls and provisions to provide clarity on what that means for our clients’ development aspirations. We help our clients to navigate the complex statutory planning process, formulating a strategy that will set them up for success.

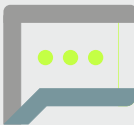
Strategic planning investigations and advice

If you’re seeking expert guidance on strategic planning, UPco would love to help. We’ve assisted a wide range of clients with everything from the rezoning of land to master planning, and we’re proud of the outcomes that we’ve helped facilitate.

Due diligence

When our clients want to understand the development potential of a site, we carry out all of the background research and analysis required to provide the answers. Our thorough due diligence gives clients an accurate and reliable understanding of site opportunities and constraints, which inform decisions on land acquisition.

PROJECT SERVICES



Permit applications

UPco has helped to obtain planning permits for a huge variety of projects, including residential, commercial, retail, industrial and institutional developments. We handle everything from the preparation of Planning Reports to accompany submissions, right through to the management of the approvals process. Liaising with councils and approval authorities to achieve great outcomes is one of the things we do best.

Coordination of specialist expertise

At UPco, we frequently work with other specialists and consultants, including architects, landscape architects, transport engineers, environments consultants, lawyers and economists. We confidently take the lead to manage consultant team inputs, ensuring that the process is streamlined and simple for our clients. We’ve also built an extensive network of the best in the business, so we can always access the right expert for the job.

Community engagement

Having the community on board can certainly make the development process run more smoothly – and at UPco, we’re experienced in collecting, analysing and responding to stakeholder feedback. We often manage the stakeholder consultation process on our clients’ behalf from start to finish, providing consistency and building confidence along the way.

Planning scheme amendments

Planning controls and policy set the stage for what’s possible in the world of development – but this framework needs to constantly evolve to reflect community values and needs. Whether you’re in the public or private sector, UPco can help you to prepare, lodge and manage any planning scheme amendment requests you may require. Often we do this in tandem with a permit application, to help facilitate a development outcome as quickly and efficiently as possible.

EXPERT REPRESENTATION



Witnesses

Several UPco directors have built a reputation as extremely thorough, reliable and credible expert witnesses. Both Amanda Ring and Kel Twite make regular appearances as expert witnesses at VCAT, and Hugh Smyth, Peter Doyle and Marc Ellenbroek have also been engaged in this capacity.

Advocacy

UPco team members are also frequently asked to appear as advocates for our clients – whether it’s at a VCAT or a panel hearing, or a Council meeting or community forum. As leaders in our field who are passionate about getting great outcomes, we enjoy the opportunity to apply our specialist skills in this way.

THE UPCO TEAM

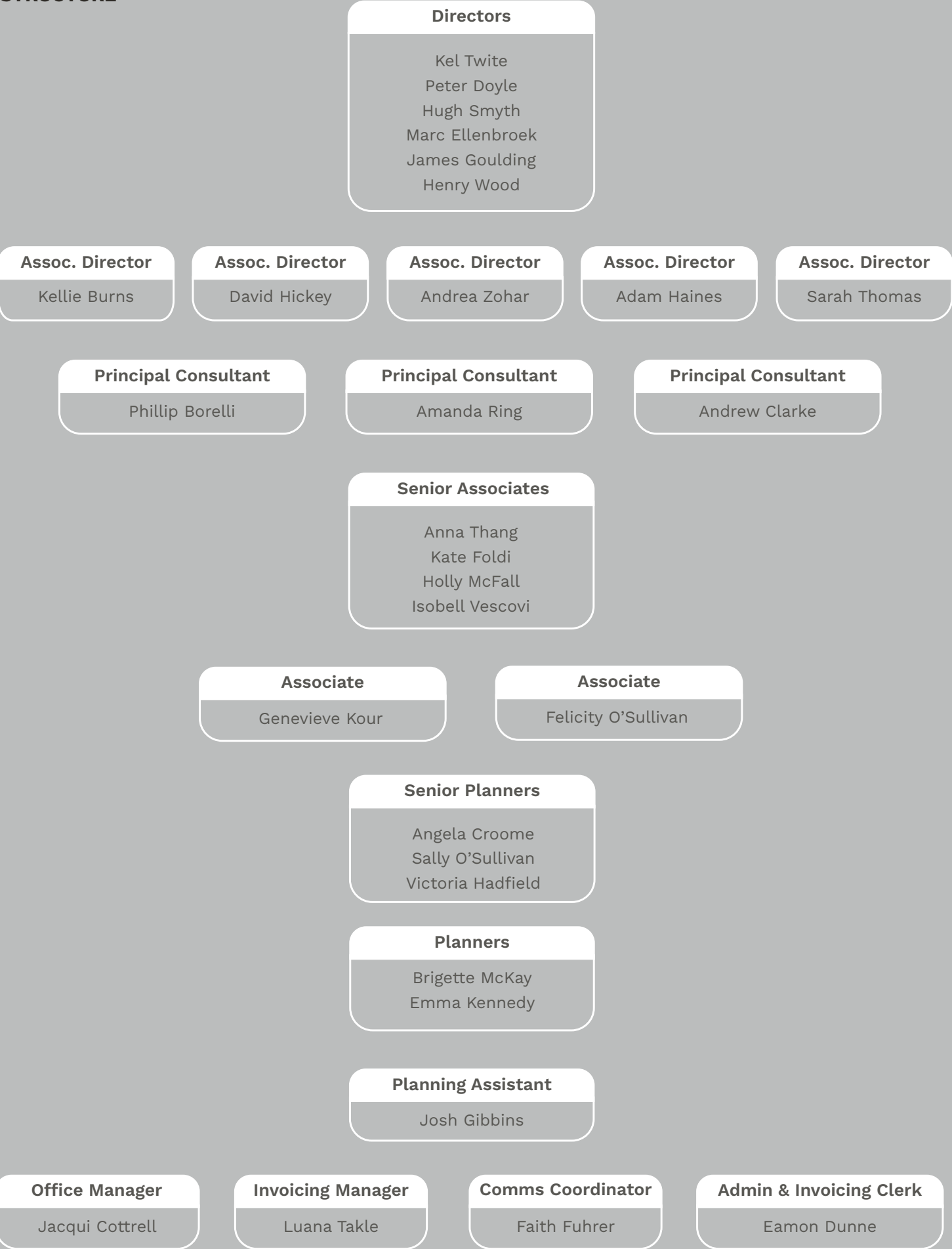
In the increasingly complex world of statutory planning, we act as our clients’ guide, translator, adviser and advocate.

THE PEOPLE
BEHIND THE NAME

UPco’s success is made possible by the talented people we’re fortunate to call our own. Led by seven highly experienced Directors, our team is dynamic and professional, but always down-to-earth.



OUR ORGANISATIONAL
STRUCTURE



LEADERSHIP TEAM

Kel Twite
Managing
Director



With more than 30 years of experience under his belt, Kel has become one of the industry’s most respected experts, having managed the planning process for some of Victoria’s most challenging and complex developments.

After starting his career in government roles, Kel moved to the private sector in 1999. Since then, he’s become an invaluable member of UPco, known for his top-notch negotiation skills and formidable comprehension of land use and development planning issues. Kel is also a respected expert witness and regularly appears before the Victorian Civil and Administrative Appeals Tribunal.

Peter Doyle
Director



A graduate of Royal Melbourne Institute of Technology (RMIT) University, Peter began his career in local government before moving into the private sector. Over the last 30 years, he’s worked for both local and international planning practices, joining UPco (then SJB Planning) in 2008. He’s also lectured in statutory planning and master planning at Deakin University.

With a lifelong interest in the built environment, Peter has always been inspired by the ways in which planning can contribute to the world around us. He relishes the opportunity to collaborate with his clients, taking a very hands-on approach to understanding their challenges, and working through the tangible outcomes they’re after. Peter has advocated for clients before the Victorian Civil and Administrative Tribunal and Panels Victoria.

Hugh Smyth
Director



A graduate of RMIT’s Bachelor of Applied Science (Planning) program, Hugh has over 15 years’ experience in statutory and strategic planning – and he has been a key member of the UPco team since 2004.

A sharp strategic thinker and negotiator, Hugh is adept at identifying and resolving critical planning approval issues across a broad range of development types, locations and scales. He has built a strong base of loyal clients, and positive working relationships with senior planning decision-makers at local and state levels. Hugh has also earned a reputation as a measured and reliable expert witness, appearing before the Victorian Civil & Administrative Tribunal and Panels Victoria.

Marc
Ellenbroek
Director



Marc commenced his planning career in local government before moving to the UK, where he continued to gain experience in both public and private sector roles. Since returning to Australia in 2004, Marc has established himself as one of Melbourne’s most accomplished planning consultants.

Marc has been with UPco since 2010, and a Director of the firm since 2014. Clients value Marc’s measured and reliable advice, his effective negotiation skills and his ability to calmly facilitate the best possible solutions to complex planning issues.

James
Goulding
Director



After kicking off his career in State government and then spending a stint working in London, James returned to Melbourne to work for a leading multidisciplinary consultancy in 2006. Six years later, he was lured across to UPco – and he’s been key part of our high performing team ever since. In recognition of his leadership and role in the practice, James became a Director in 2015.

Understated and personable by nature, James has a unique ability to engage with pretty much anyone; a skill that’s enabled him to build long standing relationships with clients, other specialist consultants and regulatory authorities alike. Regardless of the project type and scale, James takes the time and care to understand the outcome his clients seek and devise a project specific approval strategy to position it for success.

Henry Wood
Director



Having spent more than 20 years as a planner, Henry has worked in a wide range of planning environments across Australia and the UK – from local councils to large consultancies. Along the way, he has gained a rare level of insight into how different systems work, and how to operate effectively within them.

A member of the UPco team since 2016, Henry brings a great deal of knowledge and experience to the business. Regardless of the project, Henry takes the time to thoroughly investigate all relevant issues, enabling him to give his clients highly accurate information and astute advice.

LEADERSHIP TEAM

Kellie Burns
Associate
Director



Kellie commenced her career in local government, holding a succession of roles across statutory planning, policy writing and local government. This included a 7 year stint with the City of Melbourne. During a time of great change in the planning sector, Kellie seized the opportunities presented by Melbourne’s development boom, and was involved in many landmark developments.

In 2002, Kellie joined UPco, and has since applied her considerable knowledge and skill to facilitate a wide range of developments – including commercial, residential and inner-city renewal projects. She has appeared before VCAT as an expert witness and has extensive experience as an advocate.

David Hickey
Associate
Director



After commencing a Bachelor of Urban Planning and Design at Melbourne University and spending time at the City of Kingston, David moved across to the private sector, joining the UPco team in 2007.

David’s exceptional communication and negotiation skills have certainly given him an advantage in the planning world, and he is much valued for his patience and pragmatism. Over the years, he has worked across everything from multi-storey CBD developments to land re-zoning and office developments – and along the way, represented countless clients at Council meetings, public consultation forums and as an advocate at VCAT. Long term relationships are his forté, both within the business and externally.

Andrea Zohar
Associate
Director



A seasoned planner with a career spanning more than 15 years, Andrea brings both great capability and a mature perspective to her role at UPco. Skilled in managing complex applications, Andrea’s detailed knowledge of the approvals process and her clear communication enable her to achieve excellent outcomes for her clients.

Since returning to UPco in 2016, Andrea has embraced the opportunity to work on a diverse array of projects both independently and in collaboration. She is also responsible for a large amount of UPco’s VCAT Expert Evidence writing – and has certainly learnt the art of asking all the right questions, and being prepared to answer them in return!

Adam Haines
Associate
Director



Adam loves the way in which town planning brings together the principles of architecture and law – and he takes pride in balancing the nuances of each discipline to find the best way forward for his clients. With 15 years of public sector experience under his belt, Adam has strong professional networks, excellent communication skills, and a deep understanding of the Victorian planning landscape.

Since joining UPco in 2017, his enthusiastic, proactive approach has made him a great asset to our team – as has his abstract mind and ability to find solutions amid a myriad of policy and legislation.

Sarah Thomas
Associate
Director



A highly capable and efficient operator, Sarah has more than 16 years of professional experience – the majority of which was gained in the public sector.

When she joined UPco in 2018, Sarah brought with her an in-depth understanding of planning legislation, specifically around high-density inner-city developments where context is critical. This continues to be her focus at UPco, along with VCAT advocacy work. A passionate problem solver, Sarah finds that her most complex planning challenges are also the most rewarding. She also thrives when leading and coordinating a team, with project management skills that are nothing short of formidable.

Phillip Borelli
Principal
Consultant



As one of the founding directors of SJB Planning, Phillip has been a consistently strong influence on the business, and has played a critical role in its growth and success. He is an experienced, astute and highly regarded adviser in planning and development matters.

Phillip studied at RMIT before starting his career in the former metropolitan planning authority and the State Government – where he ultimately managed both the Southbank and Central City Planning Areas. He began working in the private sector in 1989, and since then, has assisted a wide range of public and private sector clients in meeting their land use and development objectives.

Amanda Ring
Principal
Consultant



Since starting her career in 1987, Amanda has become one of Australia’s most experienced and respected urban and regional planners. With a combination of public and private sector expertise, Amanda is highly sought after as an adviser and expert witness, appearing before the Victorian Civil and Administrative Tribunal, Planning Panels Victoria and in the Supreme Court. Inspired by her early experience with the Historic Building Council, Amanda also maintains a long-standing interest in cultural heritage matters.

As former Managing Director of UPco, and a member of the team since 1994, Amanda has played a pivotal role in leading the UPco team. She has tutored statutory planning at the University of Melbourne, and in 2019, was appointed to the MCG Trust.

Andrew Clarke
Principal
Consultant



With a career spanning more than 40 years, Andrew has worked for a number of Victoria’s leading planning consultancies, including SJB Planning in its early days. From 2001 until 2023, Andrew ran a successful solo consultancy, which enabled him to work across a broad array of projects. In 2023, he came full circle: returning to us in the capacity of Principal Consultant.

Andrew was one of Planning Panel Victoria’s longest-standing session planning members, serving for 27 years. He has frequently been called on as an expert witness on planning matters in in tribunals, panels and courts across Victoria and Australia. A pragmatic and considered planner, Andrew always focuses on



Urban Planning Collective

RESCODE

Residential Development Standards—
Clause 54, Clause 55 (inc. 55.07) and
May 2022

Bankside Development

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Helping define the future of our city.

BANKSIDE Development Route

With numerous presentations
→ prepared by the material
council members in 2015
→ The Bankside MFLD

Urban Planning Collective

Urban Planning Collective Pty Ltd
10/10 Bankside Road
Sydney NSW 2015

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TRACK RECORD

Australia’s urban landscape is beautifully diverse, and UPco has been instrumental in delivering many of its most noteworthy developments – including major commercial and mixed use projects.

COMMERCIAL

SOUTH EAST WATER HEADQUARTERS, FRANKSTON
Major office complex

SEEK HEADQUARTERS, CREMORNE
VCAT Evidence for office complex

EMERGENCY SERVICES TELECOMMUNICATIONS AUTHORITY, WILLIAMS LANDING
Major office complex

DEXUS, MELBOURNE CBD
Heritage redevelopment & refurbishments

FLINDERS GATE, MELBOURNE CBD
Heritage adaptive reuse & office tower additions

MULGRAVE OFFICE PARK, MULGRAVE
Redevelopment of Peter’s Ice Cream Factory

ZERO GIPPS, COLLINGWOOD
Net-zero office complex

TARGET AUSTRALIA HEAD OFFICE, WILLIAMS LANDING
Major office complex

INTERACTIVE VICTORIA, PORT MELBOURNE
IT office complex

FOOTSCRAY STATION (STAGE 1), FOOTSCRAY
Redevelopment into offices

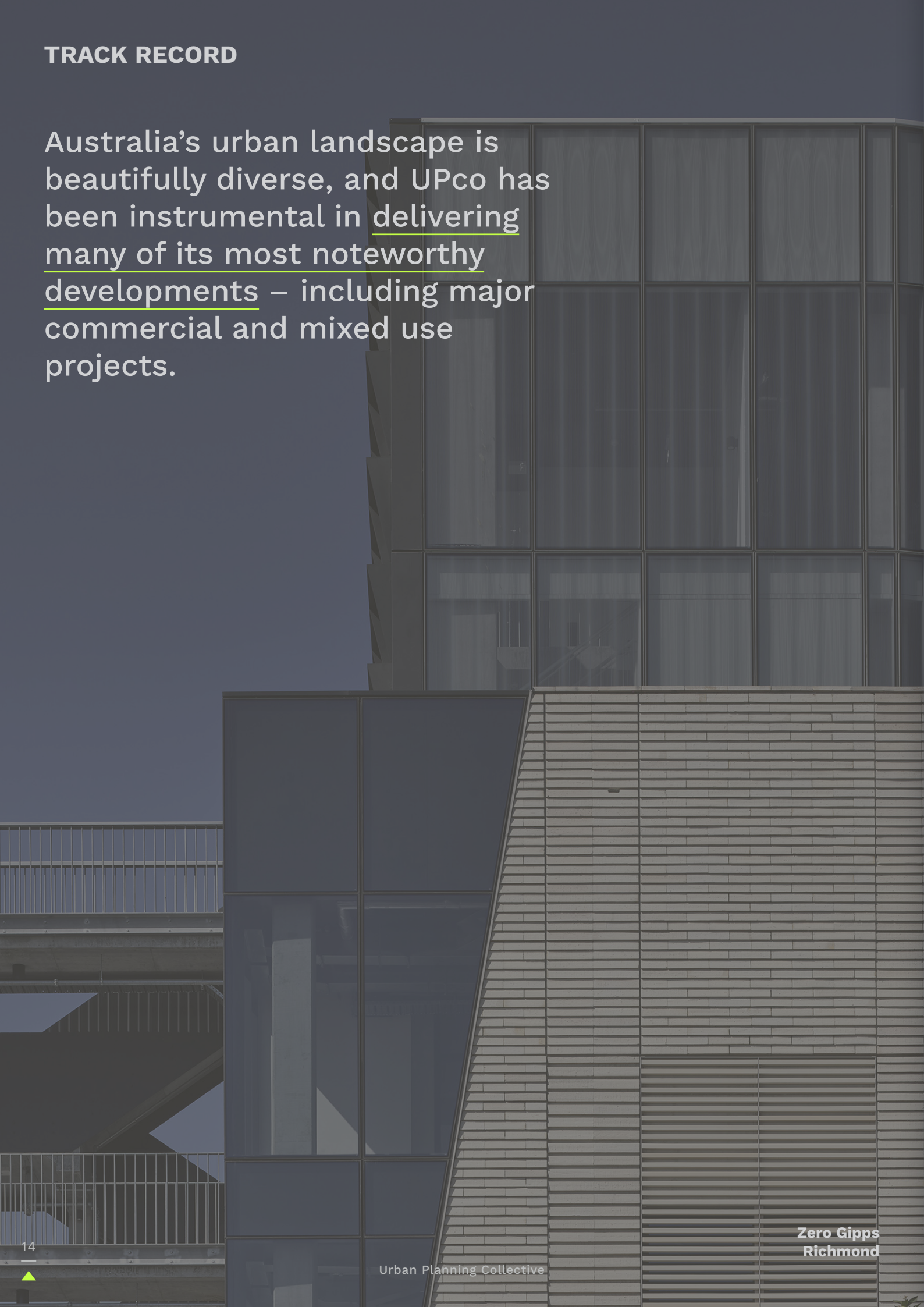
MAJOR SIGNAGE, SWANSTON STREET
Projected animated electronic signage

MIXED USE

RICHMOND QUARTER
Supermarket, retail & build to rent apartments

M-CITY, CLAYTON
Major development comprising large-format retail, cinema, offices, hotel, childcare & apartments

SALMON STREET, PORT MELBOURNE
Supermarkets, specialty retail, office & apartments

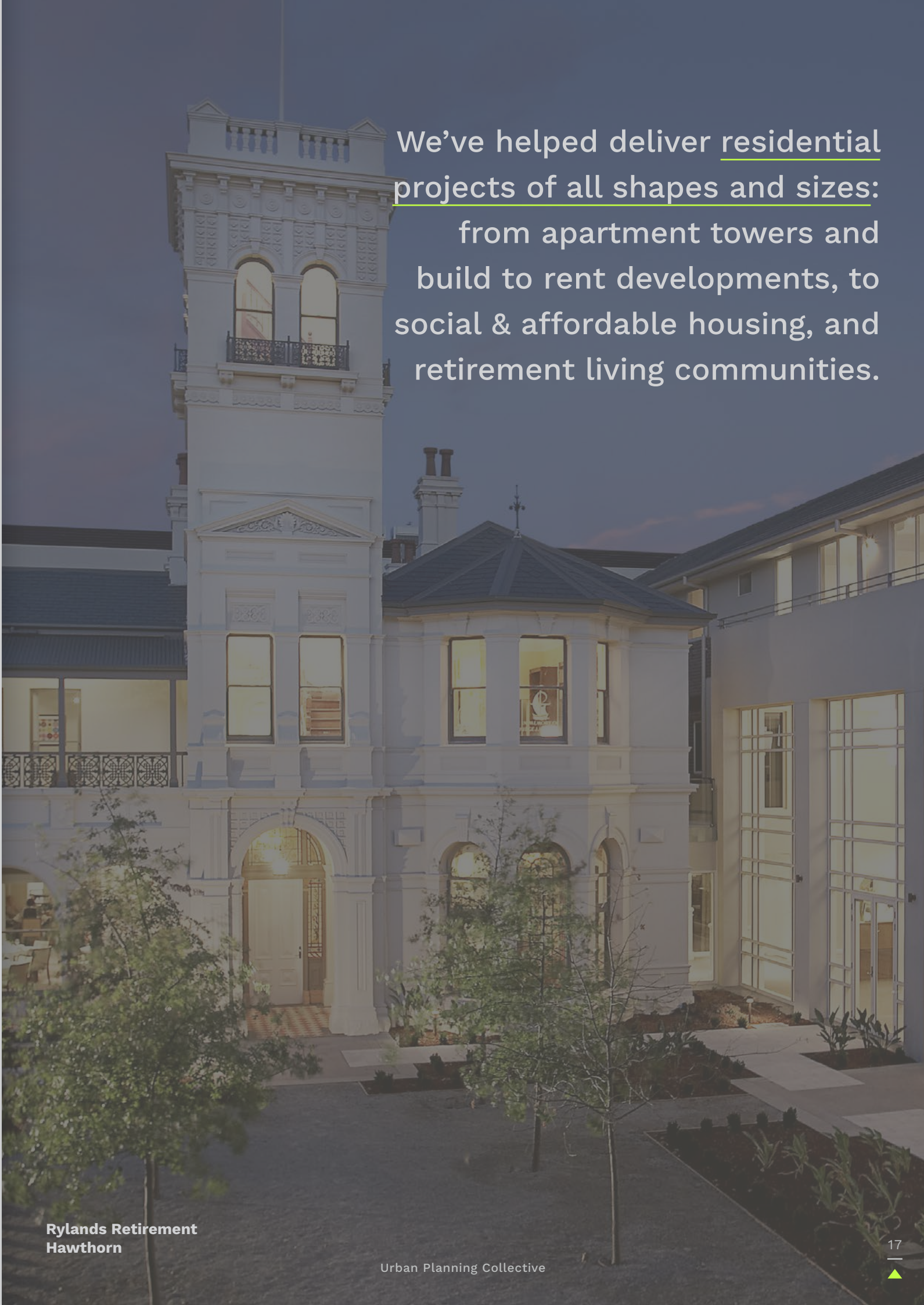


TRACK RECORD

RESIDENTIAL

- FENWICK STREET, KEW**
Sustainable boutique apartment block
- COMMUNITY HOUSING VICTORIA LTD, WANTIRNA**
Social housing (Victoria’s Big Housing Build)
- MALVERN GROVE, MALVERN**
Redevelopment of MECWA site
- STONINGTON MANSION, MALVERN**
Heritage redevelopment
- ORMOND TRAIN STATION, ORMOND**
Build to rent accommodation
- UNISON HOUSING, WERRIBEE**
Social & affordable housing
- RYLANDS, HAWTHORN**
Retirement living
- CAULFIELD VILLAGE MIXED USE PRECINCT**
Build to rent accommodation
- OAKWOOD PREMIER, SOUTHBANK**
Serviced apartment tower
- GUILFOYLE APARTMENTS, SOUTHBANK**
Apartment tower
- UNILODGE ROYAL, NORTH MELBOURNE**
Student accommodation
- LEOPOLD, ST KILDA ROAD**
Conversion of office building into apartments

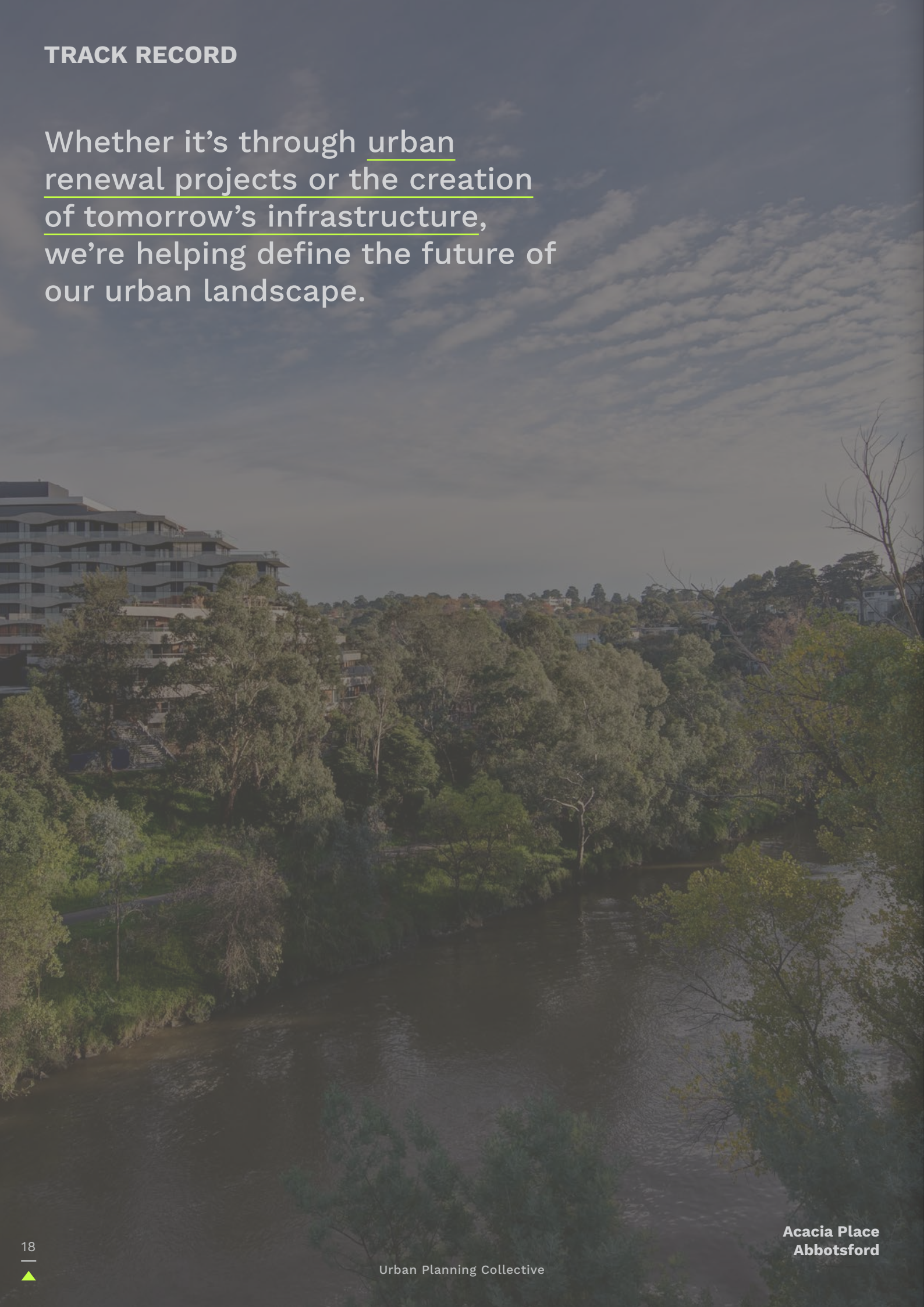
We’ve helped deliver residential projects of all shapes and sizes:
from apartment towers and
build to rent developments, to
social & affordable housing, and
retirement living communities.



Rylands Retirement
Hawthorn

TRACK RECORD

Whether it’s through urban renewal projects or the creation of tomorrow’s infrastructure, we’re helping define the future of our urban landscape.



Acacia Place
Abbotsford

GREENFIELD /
MASTERPLANNED

- CAULFIELD VILLAGE**
Homes, retail & office on an infill masterplan
- STONEHILL, BACCHUS MARSH**
Residential masterplanned community
- CLARA PLACE, FRASER RISE**
Masterplanned community
- NEWBRIDGE ESTATE, WALLAN**
Residential masterplanned community

URBAN RENEWAL

- ACACIA PLACE, ABBOTSFORD**
Redevelopment of Honeywell site
- SPOTSWOOD YARDS, SPOTSWOOD**
Multi-stage mixed use urban renewal with adaptive reuse of Victorian Railway Workshops
- JOSEPH ROAD PRECINCT, FOOTSCRAY**
Revitalisation of industrial precinct
- TOWN CENTRE, WILLIAMS LANDING**
Redevelopment of RAAF Airforce Base
- PARKVILLE GARDENS, PARKVILLE**
Redevelopment of Commonwealth Games Village

RENEWABLE
ENERGY

- GSWT, DANDENONG SOUTH**
Waste to energy facility
- DELBURN WIND FARM, STRZELECKI RANGES**
Renewable energy development
- MALLEE SOLAR PARK, MILDURA**
Solar panel infrastructure

INDUSTRIAL

- LOGIS, DANDENONG SOUTH**
Eco-industrial business park
- EGOPHARM HQ, DANDENONG SOUTH**
Manufacturing facility, warehouses & offices
- PORT+, SOUTH MELBOURNE**
Industrial business park



TRACK RECORD

EDUCATIONAL

- UNIVERSITY OF MELBOURNE**
Planning advice & services for a range of sites / campuses across Melbourne
- LA TROBE UNIVERSITY, SHEPPARTON**
Refurbishment & expansion
- ASPIRE EARLY EDUCATION & KINDERGARTEN**
126 place childcare centre
- EVA BURROWS COLLEGE, RINGWOOD**
Salvation Army training college
- MARYMEDE CATHOLIC COLLEGE, DOREEN**
New ELC & secondary school

HEALTHCARE

- ST VINCENT’S PRIVATE HOSPITAL, WERRIBEE**
New hospital
- EPWORTH HOSPITAL, CAMBERWELL**
Hospital expansion
- THE GRANTON, BRIGHTON**
Retirement & aged care facility
- CSL BIOTHERAPIES, PARKVILLE**
Expansion of laboratory facilities
- RYMAN HEALTHCARE, MULGRAVE**
Retirement & aged care facility

CIVIC

- VICTORIAN PRIDE CENTRE, ST KILDA**
LGBTQI+ focused community hub
- MELBOURNE HOLOCAUST MUSEUM, ELSTERNWICK**
Exhibition & community space
- MCAULEY COMMUNITY SERVICES FOR WOMEN, FOOTSCRAY**
Social services building
- ST MARY’S COPTIC ORTHODOX CHURCH, KENSINGTON**
Expansion & refurbishments

We’re proud to help create places that support our communities, from state-of-the-art hospitals to world-class educational institutes.



TRACK RECORD

Some of the most captivating cultural, lifestyle and entertainment destinations have been made possible by UPco.



Village Belle
St Kilda

HOSPITALITY & TOURISM

CORNER HOTEL, RICHMOND
Bar, restaurant & live music venue

ROCHFORD WINERY, YARRA VALLEY
Winery, live music & hospitality

THE STANDARDX, FITZROY
Redevelopment into hotel / bar

VILLAGE BELLE, ST KILDA
Heritage hotel refurbishment & expansion

COPPERSMITH HOTEL, RICHMOND
Refurbishment of Cricket Club Hotel

MELBOURNE MARRIOTT, DOCKLANDS
High-rise infill development with hotel, residential apartments & hospitality

SPORTS & LEISURE

CARDINIA MOTOR RECREATION & EDUCATION COMPLEX, PAKENHAM
Racetrack and educational facility

PUNT ROAD OVAL, RICHMOND
Sports stadium

RETAIL

CARNEGIE CENTRAL, CARNEGIE
Shopping centre

BUNNINGS WAREHOUSE, VARIOUS LOCATIONS
Retail warehouse

SPOTLIGHT, VARIOUS LOCATIONS
Large-format retail

KMART, WARRAGUL
Large-scale retail premises





If you'd like to
discuss a project,
or need advice,
we'd love to hear
from you.

GET IN TOUCH

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