



Strategic Plan 2017-2020



Victorian Planning Authority



Your partner in planning great places for a growing Victoria

The Victorian Planning Authority would like to acknowledge the Traditional Owners and custodians of the land upon which we live and work, and pay our respects to their Elders past, present and emerging.

Accessibility

The Victorian Planning Authority is committed to providing accessible services to people from all culturally and linguistically diverse backgrounds.

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Да бисте са нама разговарали на свом језику, позовите **131 450**.

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English

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Message from the VPA Board Chair

The Victorian Planning Authority (VPA) has undergone a year of momentous change and transition.

On 1 July 2017 the new *Victorian Planning Authority Act* came into operation bringing with it a new mandate, strengthened governance and decision-making, and the appointment of a new CEO.

The VPA's role has been extended to include planning for Victoria's diverse regional cities, urban renewal areas and new suburbs in Melbourne.

The next milestone in this transition is the launch of the VPA's Strategic Plan 2017-2020.

The strategic plan sets out a new vision to deliver modern, innovative and nimble spatial planning outcomes for current and future generations of Victorians.

It sets out how we will build on our strong record of delivering quality planning and resilient outcomes in the greenfields and extending this approach to urban renewal and regional settings.

The strategic plan also identifies the key challenges the organisation needs to adapt to – from the strong rate of population growth, to increasingly complex community expectations, the impacts of climate change and digital disruption.



Maintaining Melbourne's status as the world's most liveable city, complemented by dynamic and diverse regional cities and towns, remain key goals that will be supported by a focus on jobs, quality infrastructure and affordable and diverse housing.

Through this strategic plan, the Board gives the VPA the direction and implementation framework it needs to provide leadership and meet these challenges, working in the public interest to plan for great places.

Jude Munro AO

Message from the VPA CEO

The VPA strategic plan has at its core our commitment to bring together our partners across government, industry and the community to unlock great new urban places.

Our role is to translate state-wide policy for growth and jobs into clear spatial planning directions at the precinct and site level.

The VPA has a strong mandate from our Minister to create plans for over 60 identified precincts and sites in Melbourne's greenfields and established suburbs and Victoria's regional cities and towns, and we are accountable to the Board to deliver this ambitious program.

We plan for walkable communities that are well connected, green and have access to local jobs, services and infrastructure.

The strategic plan sets directions for us to find more efficient ways to run our organisation and utilise new and emerging technologies to help us better plan for and engage with local communities across the state.

Our aim to remain an agile and high-performing organisation will be achieved by identifying innovative ways to utilise new research, ideas and data to improve our performance, and swiftly implement the changes we need.



At the VPA we know that our people, a diverse team of highly skilled professionals, are our greatest asset. We will invest in staff wellbeing and development and create space for our people to innovate and pilot new concepts for better planning and infrastructure coordination outcomes.

Our absolute commitment to innovation and close collaboration with our partners will be central to our planning for great places that others will be proud to build, develop and nurture.

Stuart Moseley

About the VPA



Your partner in planning great places for a growing Victoria



The Victorian Planning Authority (VPA) plans high quality precincts and places for connected, vibrant and sustainable communities across Victoria.

We work alongside our diverse partners and stakeholders who join us to deliver integrated land-use, built-form and infrastructure outcomes for strategic precincts and places. Our partners and stakeholders include local councils, state government agencies, industry bodies, landowners, investors and, most importantly, local communities.

This strategic plan outlines our organisational commitments over the next three years to support the Victorian Government in shaping the future growth and transformation of Victoria's cities, suburbs and regions.

Leading place-based strategic planning for urban growth

Bringing clarity, certainty and transparency to the development of new precincts and places.

Victoria's planning system provides the state-wide framework for use, development and protection of land in the interests of all Victorians (*Planning and Environment Act 1987*).

Within this system, the VPA leads place-based strategic planning for growth. Our focus is on integrated land-use, built form and infrastructure planning outcomes for significant precincts and places in growing Victorian cities, suburbs and regions.

Our work spans the entire planning lifecycle – from identifying opportunities through to developing plans and monitoring planning outputs and outcomes.

We have a unique ability to plan for high quality urban planning outcomes for Victoria's growing and future communities, and to bring together diverse partners and stakeholders to overcome complex spatial planning challenges.

Working together with government partners

We work together with our government partners to:

- Interpret and apply broad planning policy frameworks created by the Department of Environment, Land, Water and Planning (DELWP) at the precinct and site level.
- Give expression to the sector specific visions of key government agencies (for example, the economic and transport direction set by the Department of Economic Development, Jobs, Transport and Resources (DEDJTR) and the infrastructure directions set by the government's response to advice from Infrastructure Victoria.
- Inform master planning, development of government land and delivery of infrastructure and other projects undertaken by Development Victoria and other delivery agencies.
- Inform local government planning decisions and support the ongoing place management role of councils.

Collaborating with industry and communities

The VPA works with key stakeholders to better understand the views of:

- Individuals and organisations with a connection or interest in the VPA's plans, to ensure our plans reflect community aspirations.
- Development industry (including peak bodies and consultants) to ensure our plans facilitate quality outcomes on privately owned land. Two-way communication with developers is essential to remain aware of commercial realities.

Our Authorising Environment

The VPA is a state government statutory authority established under the *Victorian Planning Authority Act 2017*. Under the Act we have a Board of directors responsible for determining the general policies and strategic direction of the VPA, with a clear purpose to provide advice and assistance as directed by the Minister for Planning in accordance with the objectives of planning in Victoria.

We also have responsibilities as an interface body under the *Transport Integration Act 2010*.

We work with key partners such as DELWP to deliver the Victorian Government’s planning policies to support urban growth, housing, jobs and transport options across the state. We hold ourselves accountable to the **Statement of Expectations** set for us each year by the Minister for Planning.



Our Key Capabilities

We are an integrated strategic urban planning organisation that works with our partners and stakeholders to deliver:

- 1 Urban Renewal planning:** We transform under-utilised areas for jobs, investment and housing in urban renewal precincts and strategic sites across inner and middle Melbourne and in key regional cities. We work with local government and the community to plan for the revitalisation of existing urban areas.
- 2 Greenfields planning:** We have been planning new suburbs across outer Melbourne since 2006 and more recently in regional cities using Precinct Structure Plans (PSPs). We have been working to ensure that new neighbourhoods offer a diverse range of efficient and affordable housing and jobs, that are connected, vibrant and sustainable.
- 3 Planning for Regional cities and towns:** We work closely with councils and Regional Development Victoria to provide spatial planning solutions that unlock urban growth. We plan to ensure that our regional cities and towns add to the liveability and vibrancy of regional Victoria and play a key role in the development of the state and in boosting Victoria's productivity.
- 4 Technical services, infrastructure planning and coordination:** We provide innovative technical and design solutions across all aspects of planning. We also recognise the interdependent relationship between land use plans and infrastructure networks and services, particularly transport. We seek to influence, coordinate and respond to these interdependencies.
- 5 Capacity building:** We provide support for councils to facilitate delivery of urban plans and projects by working closely with our local government partners.
- 6 Engagement, policy input and innovation:** We influence policy and we lead new thinking about the urban environment. We ensure local communities and stakeholders are actively engaged in our planning, and utilise 21st century tools to develop 21st century places.

Snapshot of our work*



- **Over 60** plans have been completed since 2006 for new communities in Melbourne's greenfields, resulting in:
 - **277,000** new residential lots delivered for **750,000** people
 - **4,600** hectares unlocked for employment
 - **90%** of planned lots located within 1km of a town centre
 - **62** town centres planned with a further **79** in planning, as of October 2017
 - Lot prices significantly lower than similar-sized Australian cities
- **3** framework plans completed for National Employment and Innovation Clusters with over **1,000** points of contact with business and residents
- **\$8-9 billion** for core council infrastructure and around \$3-3.5 billion towards state infrastructure secured through new funding streams
- **23** projects funded in **21** regional councils through the Streamlining for Growth Regional Package
- **16** VPA projects open to community consultation in 2016/2017 alone
- **11 years** of land supply currently secured (on track to achieve *Plan Melbourne* benchmark of 15 years by late 2018)
- **22** greenfield PSPs and **more than 10** urban renewal and regional planning projects underway, at 30 June 2017.

* Based on 2016-17 annual data, unless otherwise specified

Our vision

All of our people - from technical experts to planners, from the research team to administration staff – play an important role in achieving our vision of *connected, vibrant and sustainable communities*.

Our people

The VPA's success is driven by our talented and dedicated staff

We combine a deep commitment to delivering public value with a strong understanding of the private sector to cut through complexity and actively facilitate innovative spatial planning solutions.

Our values

The Victorian Public Sector (VPS) Values and associated Code of Conduct, underpin all of our interactions with communities, stakeholders, partners and each other.

In addition, there are four values that we consider crucial to the VPA and shape the way that we work together as an organisation to deliver quality outcomes for Victoria's growing and future communities:

Leadership

We drive new solutions

We provide clarity and certainty, develop new and innovative solutions to problems, provide advice and lead by example to get things done and make a positive difference.

Partnership

We bring people together

We work in collaboration with our stakeholders through genuine consultation, sharing of information and harnessing their expertise and resources.

Professionalism

We inspire trust and confidence

We act with honesty and openness, are accountable for our actions, and are respected for our expertise and high-quality, balanced advice.

Responsiveness

We make it happen

We are attuned to the needs of our stakeholders and strive to provide a high level of service and advice at all times.



Our Drivers for Change

Victoria is growing faster than any other state in Australia.¹

This growth, combined with megatrends such as globalisation, evolving community demographics, changing consumer and worker preferences, climate change, and new and emerging technologies is creating an increasingly complex planning landscape within which we operate. However, disruption also brings unique opportunities.

We have a clear state policy direction for metropolitan and regional planning (*Plan Melbourne 2017-50*, *Homes for Victorians* and *Regional Growth Plans*), greater government infrastructure investment catering for increasing development, and our new authorising environment (*Victorian Planning Authority Act 2017*).

Against this backdrop, the need for place-based planning solutions, community engagement and integrated precinct planning has never been greater. The need for coordinated government action to realise the potential of key precincts and sites is also crucial.

Our key challenge is to ensure that the quality of life available to many Victorians today continues to be enjoyed by all current and future Victorian communities, and that the benefits of growth are maximised for all groups in our society.

Recent policies, strategies and reviews informing this strategic plan

Our work is primarily driven by the imperative of delivering the government's long-term planning vision for Victoria's future:

- *Plan Melbourne 2017-2050*
- *Homes for Victorians*
- *Regional Growth Plans*

Our place-based plans are further informed by a range of policies, strategies and visions:

- *Victoria's 30 year infrastructure strategy*
- Five-year plans for jobs, services and infrastructure and the *Suburban Development Statement*
- *Value Creation and Capture Framework*
- *Climate Change Framework*
- *Victoria's Regional Statement*
- *Regional Network Development Plan (Public Transport)*
- Auditor-General's report into *Effectively Planning for Population Growth*
- *Future Industries Sector Strategies*
- *Water for Victoria*
- *Our Catchments, Our Communities*
- *Protecting Victoria's Environment – Biodiversity 2037*
- *Smart Cities Plan (Commonwealth)*

¹ Australian Bureau of Statistics data, December 2016

Population growth, diversity and dispersion

Victoria's population is growing at a rate of significantly more than 100,000 people per year², with the greatest population change expected in inner and outer Melbourne. With finite land supply in outer Melbourne, we need to be innovative with the way we plan for this growth.

By 2051, the percentage of Melbourne's population aged over 65 is projected to increase from 13.8% to 20.5%³. This demographic change will present unique planning challenges for housing, community services and infrastructure.

Melburnians have family origins in more than 230 countries and speak over 200 languages⁴. In 2016, 31% of Victorians were born overseas⁵. Early and comprehensive community engagement can help to plan places that work for everyone.

Increasing need for accessible housing and jobs

Plan Melbourne 2017-2050 sets an important goal of achieving a 70/30 established/growth area split of net dwelling additions⁶. This will require the VPA to work collaboratively with stakeholders in complex urban renewal contexts to plan quality places that meet the needs of both current and future communities.

As Victoria grows, housing affordability and choice will become increasingly challenging. 100,000 lots are being rezoned over two years (from Feb 2017) in key greenfields growth corridors to address this issue. An integrated approach to planning land-use, built-form, services, infrastructure and employment will be critical to delivering great precincts and places for future communities to live and work.

We need to work with our partners, particularly DEDJTR, to understand the future of work and its impact on planning for communities and stakeholders. Given 86% of all jobs in Melbourne are outside the central city⁷, access to diverse jobs in a range of convenient localities will enable a high quality of life for all Melburnians.

Transformation and disruption

Victoria's climate is changing, resulting in higher urban temperatures, reduced rainfall, biodiversity decline, more frequent and extreme weather events, increased consumption of resources and more waste and pollution⁸. We need to plan energy efficient precincts, built forms and places that are cooler, greener, and more liveable.

Victoria's communities of the future will look different to the communities of today. We need to understand the opportunities and challenges associated with emerging technologies and a digital future, and plan for creating places that are ready for the alternate global future this represents.

New technology means we can be increasingly sophisticated in the way that we develop, communicate and engage with communities about our plans. Examples include developments in 3D modelling, social media platforms and virtual reality applications.

² Australian Bureau of Statistics data, December 2016

³ *Plan Melbourne*, 2017

⁴ *Plan Melbourne*, 2017

⁵ Australian Bureau of Statistics data, December 2016

⁶ *Plan Melbourne*, 2017

⁷ Australian Bureau of Statistics data, December 2016

⁸ *Plan Melbourne*, 2017

Supporting public value outcomes for liveable

The VPA is committed to partnering with government, industry and communities to plan high-quality urban places that support liveable future communities, which are connected, vibrant and sustainable.

We strive to achieve the following public value outcomes for those living and working in the precincts and places that we plan:

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Connected

We plan for well-serviced and connected communities across metropolitan and regional Victoria. We work alongside our partners to ensure we integrate land-use, built form and infrastructure planning to plan for neighbourhoods where everything people need, including job opportunities, can

be accessed close to home. Well-connected precincts and places foster a strong sense of community, promote localisation of activities, support dispersion of population growth across the state and help to mitigate the impacts of climate change.

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Vibrant

We boost Victoria's economic health by planning for thriving places and centres with access to jobs and infrastructure in growing regional cities, towns and precincts in established Melbourne and the greenfields. We plan for prosperous communities that provide diverse and affordable housing choices for all Victorians. We plan for focused

hubs of employment in Melbourne's suburbs, through place-based strategic plans for National Employment and Innovation Clusters (NEICs). Precincts and places with local job opportunities reduce congestion and give people back valuable family and leisure time.

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Sustainable

We seek environmentally, socially, economically and inter-generationally sustainable solutions to complex planning problems. Our plans help mitigate the effects of climate change, support adaptation to climate change impacts, and protect biodiversity. We promote sustainable urban areas by integrating land use and transport planning to promote local activities and minimise the environmental footprint of new and growing communities. We aim to make

key infrastructure and services accessible to more people through good planning. We are leaders in creating active places for communities that support wellbeing and a strong social fabric with easy access to shared open spaces, such as parks and conservation reserves. In this way our plans support more resilient Victorian communities. We also protect an area's cultural heritage by preserving places that are spiritually significant to the local traditional owners.



An overview of our Strategic Plan



Our vision

Connected, vibrant and sustainable communities

Our mission

Partnering to plan great places for a growing Victoria

Pillar 1
Partnering to plan great precincts and places



Pillar 2
Innovative spatial planning and infrastructure coordination solutions



Our strategic pillars

Pillar 3
A dynamic and high performing organisation that delivers



Pillar 4
An inspiring workplace



Leadership
We drive new solutions

Partnership
We bring people together

Professionalism
We inspire trust and confidence

Responsiveness
We make it happen

Our Values

COUNCILS • UTILITIES • COMMUNITIES • INDUSTRY • GOVERNMENT DEPARTMENTS/AGENCIES



Delivering quality planning outcomes

“ The VPA is proud to play an important leadership role in shaping the future growth and transformation of key precincts and places in inner and middle Melbourne, outer Melbourne and regional Victoria. ”

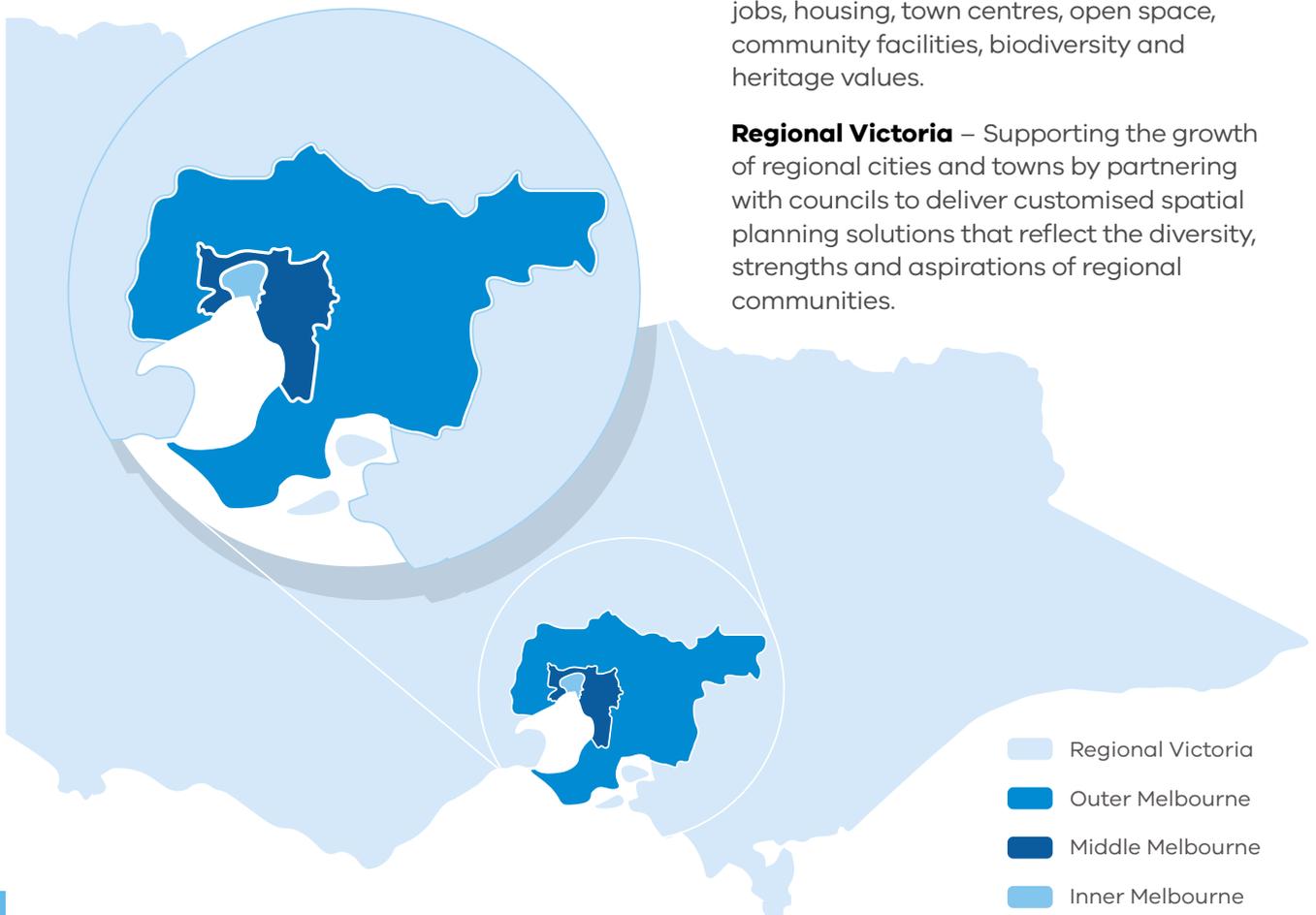
Each of these distinct areas has unique planning needs, opportunities and stakeholders. To continue to deliver quality outcomes for existing and future communities across the state, we will focus on four key urban contexts:

Inner Melbourne - Planning for the transformation of state significant precincts and major sites in inner Melbourne into well-designed, vibrant and resilient places that support high-value jobs, build new communities and enhance Melbourne’s reputation as a global city. These precincts will be planned and delivered hand-in-hand with state and local government, industry and the community.

Middle Melbourne – Planning for urban renewal of strategic sites, innovation clusters and precincts in partnership with councils and stakeholders, to increase the amount and diversity of new housing and grow employment opportunities. This will implement government policy by delivering housing choice and jobs to meet population growth and create 20-minute neighbourhoods close to existing services and public transport.

Outer Melbourne - Unlocking innovative and timely development outcomes in the greenfield areas, strategic sites and innovation clusters of outer Melbourne. This is achieved by planning in partnership with local councils and state agencies to create high quality and liveable communities that integrate transport, jobs, housing, town centres, open space, community facilities, biodiversity and heritage values.

Regional Victoria – Supporting the growth of regional cities and towns by partnering with councils to deliver customised spatial planning solutions that reflect the diversity, strengths and aspirations of regional communities.







Pillar 1

Partnering to plan great precincts and places

With Victoria's population projected to top 10 million by 2051, we need to embed a long-term whole-of-system view to meet the needs of growing Victorian communities and build on the State's competitive advantages. We will work collaboratively with our partners, stakeholders and communities to solve complex urban planning challenges and translate state-wide strategy into plans that support the development of great precincts and places.

Our priorities

1.1 Inform and translate state policy into clear strategic plans and place-based outcomes for existing and future communities

We will work alongside council, state and industry partners to give spatial effect to policy and bring clarity, certainty and transparency to the development of Victoria's strategically important precincts and places. Our strategic plans bridge state-level planning policy and regional and local-level planning decisions

1.2 Facilitate a long-term integrated perspective of urban growth across Victorian communities

We will ensure our plans reflect a clear strategic context. We will work with government and industry partners to ensure an integrated and holistic view of urban growth. We will use our place-based planning expertise to inform and add value to the future review of state policy.

1.3 Lead shared and balanced outcomes for precincts and places by bringing together our partners, stakeholders and the community

We will bring all parties together to establish a shared purpose and clear, long-term priorities for specific precincts and places.

1.4 Strengthen and nurture our connection and engagement with Victorian communities and stakeholders

We will actively listen to communities and stakeholders and give them opportunities to participate in our planning to ensure that our plans meet their future needs.

1.5 Build community, partner and stakeholder understanding of, and support for, quality urban growth and change

Victorians recognise the increasing complexity of urban planning with a growing population, increased congestion and a changing climate. We will inspire community and stakeholder confidence in planning for Victoria’s dynamic and diverse growth through effective engagement and consistent messaging emphasising the benefits of integrated planning outcomes for liveable communities.

When we achieve this outcome...

- People and communities will be at the centre of everything we do.
- Our solutions for liveable and vibrant precincts and places will be industry-leading and draw on the skills and experience of our team, our partners, and our stakeholders.
 - We will have active government and industry partnerships across Victoria’s planning system.
 - Victorians will live and work in sustainable and vibrant neighbourhoods.
 - State policy will be closely informed by on-ground planning outcomes.

Our strategy in action – planning a new community at Cranbourne East



Cranbourne East was one of the first new suburbs planned using the Victorian Government’s Precinct Structure Planning Guidelines after extensive research, mapping and public and stakeholder consultation.

The VPA and the City of Casey had a vision for a thriving new suburb that would provide affordable housing to Melbourne families.

We planned for the area to have 6,600 dwellings, with a density of at least 16 dwellings per net developable hectare and a range of transport and community infrastructure.

Eight years on, the vision for Cranbourne East is well on the way to being realised. It has two retirement villages; a government primary school a Catholic primary school and Catholic secondary school; an athletics complex; and two town centres with shopping arcades.

Roads are well-connected grids, and there are regular bus services from the north of the suburb to Cranbourne central.

Because PSPs are 30-year plans for development, the plan is delivered in stages, including the train station. These plans are long-term visions and suburbs develop gradually.

A 2016 joint study by RMIT University, Stockland and VicHealth (in which the VPA was a key partner) revealed that residents living in the Selandra Rise housing estate in Cranbourne East were largely satisfied with their community.



Pillar 2

Innovative spatial planning and infrastructure coordination solutions

*As Victoria evolves and adapts to new opportunities and challenges, we need to make sure we are encouraging a spirit of innovation and creativity that translates good ideas and research into positive urban planning outcomes for strategic precincts and places. Working towards the following priorities over the next three years will ensure our organisation remains modern and agile, continually improving our strategic planning advice to implement **Plan Melbourne** and **Homes for Victorians** to support sustainable and vibrant communities of the future.*

Our priorities

2.1 Inform and influence infrastructure planning to achieve integrated land use, built form and liveable outcomes.

Over the next three years, we will focus on working closely with our infrastructure partners to inform, influence and coordinate infrastructure planning that is integrated with land-use, built-form and service planning. We will also work together with delivery agencies and partners to ensure the places we plan are appropriate for the needs of growing and future communities.

2.2 Embed environmentally sustainable design within all of our planning solutions

We will work with our partners to embed contemporary environmentally sustainable thinking and design across all of our work to create quality precincts and places for Victorians that are highly sustainable, liveable and resilient.

2.3 Use current research and evidence to enhance and promote our outputs and inform urban planning policy

We want to ensure that everything we do is informed by research and evidence. We look at, listen to and learn from great planning solutions around the world and apply them across Victoria's places and precincts. We will invest in applied research to inform the way we plan for new and growing communities.

2.4 Develop long-term innovative solutions to address complex spatial planning challenges

We are operating in an 'era of disruption', with significant population growth, finite land supply, changing demographics, new technologies, globalisation and more stakeholders with diverse interests presenting both challenges and opportunities. We will demonstrate leadership in working collaboratively with our partners, stakeholders and the community to plan innovative precincts and places of the future that are liveable, vibrant and affordable

2.5 Deliver exemplary planning solutions in precincts utilising our diverse expertise in urban renewal, greenfields and regional planning

We are committed to embedding a collaborative approach to applied innovation. We will leverage our insights and experiences across all parts of our business to deliver pragmatic planning solutions for new or growing precincts and places in inner, middle and outer Melbourne and in growing regional towns and cities.

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When we achieve this outcome...

- Victorians will be confident that urban places are ready to respond effectively to future growth and change.
- The VPA will be confident that the precincts and places we plan will be delivered.
- There will be clarity and confidence about the timing with which infrastructure will be provided to support growing and future communities.
- The VPA will be recognised as an influential leader in evidence-based spatial urban planning.
- Infrastructure funding decisions will be closely informed by the VPA's growth planning pipeline.

Our strategy in action – 3D master planning in Arden



The VPA is planning great precincts by using 21st century tools to develop 21st century places.

At the VPA, we continue to evolve our planning and design processes with cutting edge technology to better tackle the increasingly complex environments where different stakeholders, needs and interests often collide. We believe 3D modelling is an incredibly useful tool to engage with the community, help build consensus among stakeholders – including industry - and drive better outcomes.

We have developed 3D modelling tools to improve our design processes, which enable us to rapidly visualise, quantify and evaluate design scenarios for our precincts. This process creates a 3D, GIS based model in context by defining the proposed urban structure, connections, land-use and development parameters. The 3D model enables performance based evaluation of design solutions. By using the underlying quantitative data generated by the model, we can better understand the development capacity and spatial qualities of the site.

This evidence based design approach has been applied to many of our projects and helped inform the business case for the Arden Metro station.





Pillar 3

A dynamic and high performing organisation that delivers

We pride ourselves on our professionalism, and our ability to overcome barriers and deliver great plans for precincts and places. As the needs of Victoria's communities, industry and the government continue to evolve, we must ensure our organisation is nimble, modern and responsive to change. This means continually improving the way that we work together to deliver better planning outcomes, being accountable for the outcomes we are delivering, and actively managing risks and challenges.

Our priorities

3.1 Improve our efficiency and effectiveness by 'working smarter' and strengthening our project and risk management processes

We will explore opportunities to streamline our processes and improve efficiency by 'lifting our metabolic rate'. We will also develop a more sophisticated approach to project and risk management. This will include exploring new internal systems and processes that can strengthen our monitoring and reporting, and technology that can help us to work smarter, and innovate in a financially responsible way.

3.2 Identify, build and access the capabilities we need to deliver high-quality urban growth outcomes

We have a highly capable workforce with a wealth of skills, experience and expertise. To deliver the best urban growth outcomes, we need to understand and leverage our diverse capabilities to be a high performing learning organisation.

3.3 Strengthen the way we monitor and measure the performance of our organisation to drive continuous improvement

We need to ensure our business and performance metrics reflect our expanded scope of work as well as quality and timeliness expectations. We will review our metrics across all aspects of our business to enable us to be a learning organisation that improves our services in real time.

3.4 Measure and seek feedback on the outcomes of our work to support connected, vibrant and sustainable communities

We want to better understand the social, economic and environmental outcomes delivered by our projects. We are committed to working with communities, stakeholders and partners to understand and measure what success looks like for the precincts and places we have planned.



3.5 Build a resilient organisation, ready to respond to change

We need to ensure our operating model is sustainable and able to respond to Victoria’s evolving needs. Our policies, processes and work practices need to be nimble to adapt to the unique context of individual precincts and places

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When we achieve this outcome...

- Our workforce profile will reflect the broad and specialist needs of our projects.
- Our systems and processes will be agile and highly effective.
- We will have a strong evidence base to support informed decision-making and continuous improvement.
- We will be able to efficiently and effectively respond to change.

Our strategy in action – working with local council in Warragul and Drouin



In 2012, Warragul and Drouin were experiencing strong population growth and were proving to be magnets for tree-changers moving from Melbourne. To accommodate this growth, the communities required plans to enable new housing, commercial land and supporting infrastructure.

In line with the state government policy, the VPA supported Baw Baw Shire Council to prepare long-term plans that identified the transport, employment and amenity needs of the future community. Council was also asked to prepare a development contributions plan alongside the PSP, a levy charged in projects to help fund community infrastructure.

VPA planners worked hand-in-hand with council officers throughout the entire process.

After extensive research and many discussions with government agencies, developers and other stakeholders, the council and VPA identified the most appropriate locations for housing, parklands, town centres, schools, waterways and more. This was a collaborative approach that both council and VPA staff were proud of.

The resulting plans allowed for a combined total of 20,000 new homes, 100 hectares of additional commercial and industrial land and 130 hectares of open space, with more than \$300 million contributed towards community infrastructure.

Today Warragul and Drouin are being developed in accordance with these plans, and Baw Baw Shire officers are now well- placed to create further PSPs when the need arises.





Pillar 4

An inspiring workplace

Our people are our business, and we want to attract the best. Succeeding together means that every person at the VPA feels connected to our outcomes, and has a direct line of sight to the value we deliver. We are committed to ensuring our entire team is supported, empowered and valued, that we are collaborative and inclusive, and that we actively nurture a culture of continual learning and innovation.

Our priorities

4.1 Build an inspiring workplace with development opportunities and career pathways for our people

We want to encourage our team to be passionate about their work and to be leaders in their fields. We will support our people to build their capabilities and expertise, to develop new skills, and to pursue opportunities to learn from others inside and outside of our organisation for their personal and professional growth.

4.2 Invest in the wellbeing, equality and diversity of our workforce

We are committed to building an equitable and diverse workforce that reflects the communities we plan for. We are also committed to providing a safe and supportive working environment for all of our people. Over the next three years, we will strengthen our workforce planning practices and flexible working policies to support diversity, inclusion, wellbeing and flexible working.

4.3 Foster a culture of cross-sector learning and innovative practice for better planning outcomes

We will empower our people to be innovative in the way that we engage, produce and share plans and other information. We will actively encourage our people to be risk aware and work collaboratively to develop future-focused solutions to complex planning challenges.

4.4 Enhance knowledge-sharing and connectivity across all parts of our organisation

We are committed to connecting knowledge, skills and ideas across our organisation. We will take advantage of new tools and platforms to enable us to be more socially and digitally connected inside and outside of the office, and to better share and manage information within and across the organisation and government more broadly. We will also focus on sharing and celebrating success with our partners, and each other.

When we achieve this outcome...

- Our people will be networked inside and outside of the workplace.
- Our people will be empowered to be innovative in the way that they work.
- Our values and behaviours will be reflected in all aspects of our work.
- Our workforce will better reflect the communities we plan for.
- We will be a learning organisation with a strong institutional memory.
- Our structure will deliver role clarity, accountability, progression and achievement.



Our strategy in action – an inspiring workplace



The VPA is a great place to work with highly professional, dedicated and fun-loving staff.

People across the organisation have contributed to building our new VPA website, drafting a new VPA community engagement policy, shaping the direction of this strategic plan and the new Intranet.

The VPA has supported multiple secondments in and out of the VPA, enabling professional opportunities for our staff and partners.

We promote charitable giving with a focus on supporting Oxfam. A VPA team has participated in the 'Oxfam Trail Walk Melbourne,' for over four years. Staff across all teams have taken part in this charity walk – and together raised over \$12,000 in 2016 alone. The walk involves trekking 100km over three days, with the 2016 team completing the trek in a VPA record of 24 hours and 27 minutes.

We promote fun and wellness, including charity movie nights and through the VPA Vipers footy team. The VPA Vipers have been playing in the Mixed Spring & Mixed Summer Collingwood Footy Competitions since 2016.

Including the current season, 19 staff have pulled on the Vipers jersey. Comprising of a player from every team in the office, including executive, the Vipers are hoping to retain last season's win of best dressed team in the competition.

We are well placed to meet the challenge of becoming a more diverse, inclusive and connected workplace.

Implementation

The pillars and priorities presented in this strategic plan are supported by an Implementation Roadmap. The Roadmap establishes program management and oversight arrangements and details specific actions for implementation across three implementation horizons:



In horizon 1 we will focus on delivering our wider and larger program of work for the Victorian Government and initiating any essential work necessary to support this. This includes aligning our structures, processes and services with our strategic priorities and strengthening our relationships with key partners and stakeholders.

In horizon 2 we will build a strategic pipeline of projects for a growing Victoria. We will continue to focus on our leadership role in integrated urban planning and delivery, and enhance the capability and capacity of our organisation to deliver high quality precincts and places across Victoria.

In horizon 3 we will maximise the benefits of our plans by monitoring our impact, measuring outcomes, and actively seeking stakeholder feedback. We will focus on demonstrating thought leadership in urban planning solutions by sharing our experiences and insights with partners and stakeholders, and continually exploring opportunities to deliver better for existing and future Victorian communities.

Our strategy in action – strengthening our Plan metrics

We set ambitious targets for our PSPs for greenfield and have a strong record in meeting these. Moving forward our priorities are:

- Refine our metrics to focus on liveability and sustainability outcomes
- Develop additional metrics for our planning outputs in renewal precincts and in regional cities and towns; and
- Develop additional measures to evaluate on-ground outcomes

Dimension

PSP metrics



- Minimum 17 dwellings per hectare (currently typically 15)
- Provide a range of development densities and housing typologies across a precinct



- 80-90% dwellings within 1km of local town centre
- Accommodate one job per household



- 95% dwellings within 400m of local park
- Approximately 10% of net developable area as local parks and sports fields
- Linear parks and trails within 1km of 95% of all dwellings

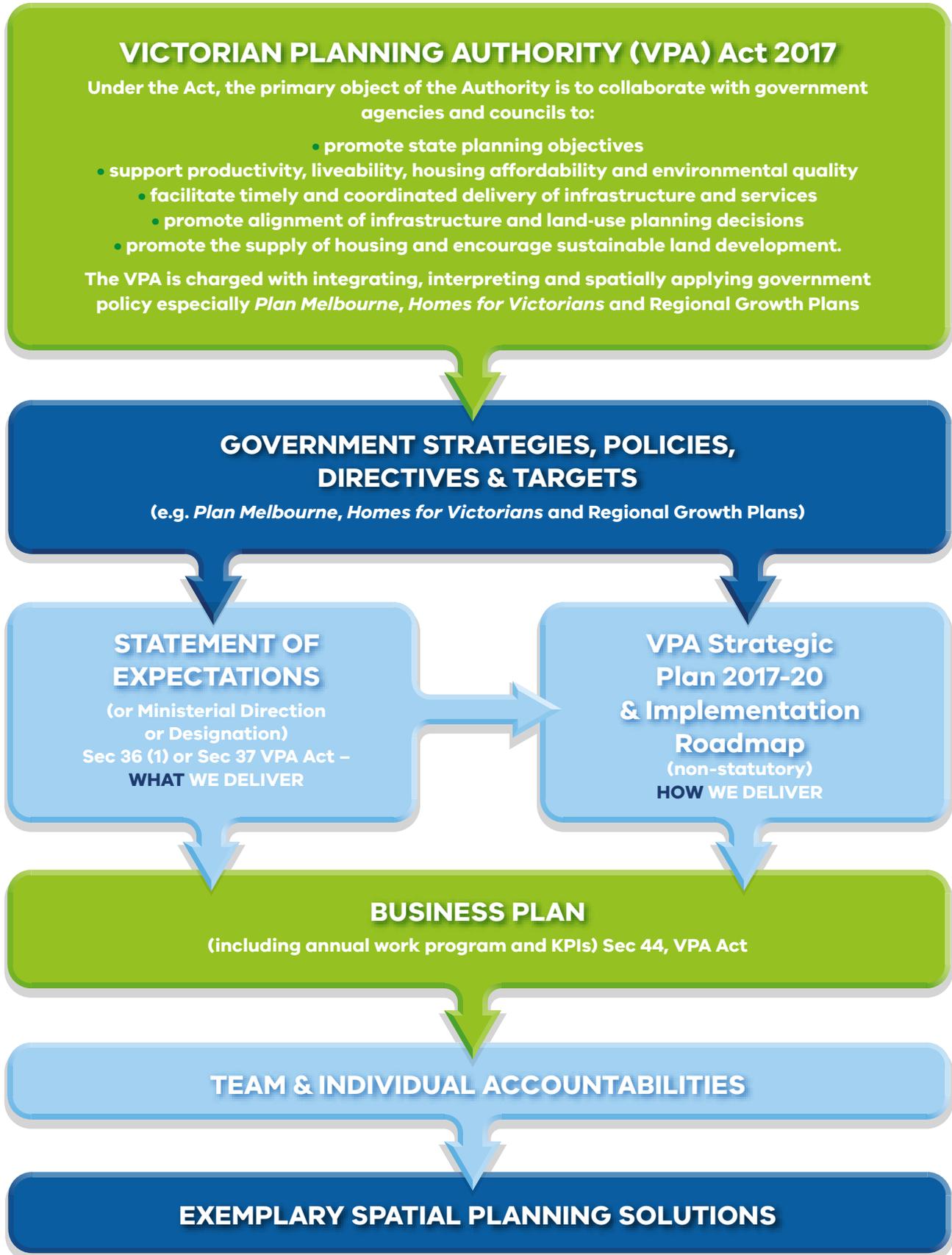


- Sports fields within 1km of 95% of all dwellings
- 95% of all dwellings are located no more than 400m safe walking distance from the nearest existing or proposed bus stop and local park



- GAIC revenue : \$110,000 per hectare
- DCP/ICP costs for local infrastructure cover at least 90% of total costs

Implementation framework





Your partner in planning great places for a growing Victoria

Strategic Plan 2017-2020