

Victorian Planning Authority

BUSINESS PLAN

2019/2020



Minister for Planning



Victoria continues to be Australia's fastest-growing and most prosperous state, and the work of the Victorian Planning Authority (VPA) is critical to ensuring this growth and prosperity benefits current and future Victorians.

In 2017 the Andrews Government dissolved the former Metropolitan Planning Authority and replaced it with the Victorian Planning Authority. We gave the authority an expanded remit to work not only in Melbourne's growth corridors and urban renewal areas, but also in our regional cities and towns.

And the VPA, working with my department and its partners, delivered. At the end of 2018 the authority completed structure planning to achieve the government's commitment to unlock land for 100,000 homes in Melbourne's greenfields, while at the same time also zoning land for 60,000 jobs.

Over the course of 2018/19, the VPA negotiated three GAIC works-in-kind agreements, valued at a total of \$20 million, delivering early certainty on land for public infrastructure.

The authority also delivered seven planning frameworks for urban renewal areas across Melbourne and allocated \$6.6 million in funding to 57 projects under the government's very successful Streamlining for Growth program, with a focus on capacity-building in our regional cities and towns and on reducing timeframes for post-PSP approval decisions.

The re-elected Andrews Government has a strong agenda to create a liveable, sustainable and prosperous future for all Victorians. The VPA will continue to play a key role in making this vision a reality by delivering quality plans for designated urban areas across the state.

It is my pleasure to approve the authority's business plan for 2019/20 and to empower the VPA to deliver its annual work program. I am particularly pleased that the VPA now has the additional role of advising my colleague, Gavin Jennings MLC, Minister for Priority Precincts, in relation to land use planning for priority precincts, and I look forward to the VPA's contribution to this important agenda.

I thank the Chair, Board and staff of the VPA for their unstinting efforts to shape Victoria's urban future and I look forward to the authority continuing its strong track record of achievement.

The Hon. Richard Wynne MP
Minister for Planning

Chair and Chief Executive Officer



Welcome to the VPA's business plan for 2019/20.

As the state government's lead agency delivering spatial plans that unlock sustainable urban growth, the VPA plays a unique role in planning for quality urban places across the state. We pride ourselves on being a nimble and agile organisation that is attuned to our external environment and the needs of our partners and customers. This allows us to shape and deliver the growth management solutions that Victorians want.

During 2018/19 we worked hard not only to achieve what the government and the Minister asked of us, but also to strengthen our capacity to partner, innovate and deliver.

We strengthened our corporate frameworks for managing risk, developing our staff and managing our projects. We renewed our information management platforms and technology and introduced new organisational support for flexible work, a diverse workforce and entry pathways for graduate planners.

We continued to build the partnerships we rely upon to enable us to create quality plans, including with councils, the development industry and our state government colleagues. And we worked to engage more closely with the communities for whom we deliver.

Our work program for this coming year responds to Victoria's continued strong economic and population growth, while reflecting some new drivers of change.

In established Melbourne we will be planning for urban renewal that supports the government's priority precincts agenda and investment in the transport network. In our regional cities and towns, we will be seeking to further the economic activation initiatives being driven by the government's Regional Partnerships. And in Melbourne's growth corridors, we will be working to maintain a 15-year supply of zoned residential land and increase stocks of employment land needed to support local jobs.

This Business Plan sets out how the VPA will deliver on the Statement of Expectations and Ministerial Direction issued to us by the Hon. Richard Wynne MP, Minister for Planning, and how we will provide advice on priority precincts to Gavin Jennings MLC, Minister for Priority Precincts. The Business Plan sets out the VPA's approach and priority projects for the year and provides details on these projects, including our role, project timing and targets, and funding information.

The VPA strives to be "your partner in planning great places for a growing Victoria". We look forward to working closely with all our stakeholders during 2019/20 to deliver the outcomes set out in this plan.

Jude Munro AO
Chair

Stuart Moseley
Chief Executive Officer

Contents

Minister for Planning	ii
Chair and Chief Executive Officer	iii
Urban Victoria: a state of change, a state of growth	1
Programs of activity	1
Opportunities for 2019/20	3
Authorising Environment	4
Corporate Strategy	6
Strategic Plan 2017-20	7
Implementation Roadmap	8
Organisation	9
Projects and activities 2019/20	10
Resources	20
Staff complement 2019/20	21
Approved budget 2019/20 to 2022/23	21
Key performance measures for 2019/20	23
Attachment A – Minister for Planning’s Direction to the VPA	25
Attachment B – Minister for Priority Precincts’ Direction to the VPA	30

© State of Victoria, Victorian Planning Authority 2019.



You are free to re-use this work under a Creative Commons Attribution 4.0 licence, provided you credit the State of Victoria (Victorian Planning Authority) as author, indicate if changes were made and comply with the other licence terms. The licence does not apply to any branding, including VPA and Government logos.

Disclaimer

This publication may be of assistance to you but the State of Victoria and its employees do not guarantee that the publication is without flaw of any kind or is wholly appropriate for your particular purposes and therefore disclaims all liability for any error, loss or other consequence which may arise from you relying on any information in this publication.

Urban Victoria: a state of change, a state of growth

In 2018, Melbourne was one of the fastest growing cities in the developed world and Victoria remains the fastest-growing state in Australia. Rapid growth, combined with climate change, globalisation, evolving demographics and other drivers of change make for a complex urban planning landscape.

The VPA's unique role in this landscape is to prepare leading-quality plans for designated growth areas. Plans that enable the development of prosperous, sustainable and liveable communities. Plans that can be readily implemented by those charged with delivering jobs, housing and amenities for current and future Victorians. Plans that respond to the drivers of

change that are impacting our cities and towns. And plans that inform and help shape government policy, not just respond to it.

In 2019/20 the VPA will continue to focus on supporting the delivery of *Plan Melbourne 2017-50*, the growth plans for Victoria's regions and *Homes for Victorians: affordability, access and choice*. This includes tracking our progress towards achieving the United Nations Sustainable Development Goals.

The Authority will seek to deliver on its *Strategic Plan 2017-20* and on the *Implementation Roadmap* underpinning this plan.

Programs of activity

The Minister for Planning has instructed the VPA to deliver eight programs of activity over the period 2019/20 – 2021/22:

- **Priority precincts:** The VPA will work with the Department of Environment, Land, Water and Planning (DELWP) and the Department of Jobs, Precincts and Regions (DJPR) to provide spatial planning advice that supports the sustainable development and growth of priority precincts, including in relation to delivering the Suburban Rail Loop project.
- **Urban renewal in Melbourne:** A key contributor to achieving the goal of accommodating 70 per cent of Melbourne's dwelling growth in suitable locations across established suburbs, the Authority will focus on unlocking key central city precincts, planning for priority suburban employment areas (including National Employment and Innovation Clusters) and planning for strategic sites and areas that can deliver quality mixed-use, walkable communities in transit-rich locations.
- **Melbourne growth corridors:** The Authority will maintain a core focus on achieving a zoned capacity of around 15 years supply of land in Melbourne's fast-growing outer suburbs, through effective delivery of Precinct Structure Planning, including an enhanced focus on planning for employment land in Melbourne's growth corridors. The Authority will continue its endeavours to coordinate and inform decisions required to deliver infrastructure and services to developing growth areas.
- **Regional cities and towns:** The Authority will work with Victoria's regions to optimise diverse opportunities by providing spatial planning solutions in designated regional cities, peri-urban areas and towns and boost the capacity of regional councils to plan for the future of their communities.
- **Infrastructure planning and coordination:** The Authority will liaise across government and industry to provide advice and solutions aimed at ensuring that infrastructure is delivered in line with demand and is supported by infrastructure contributions plans. The Authority will consult across government to ensure infrastructure requirements are reflected in planning frameworks and will provide councils, government agencies and utility providers with quality advice regarding the infrastructure implications of the Authority's planning program. The Authority will continue to play a key role in advising on the allocation of Growth Areas Infrastructure Contributions (GAIC) funds and will seek to negotiate more GAIC works-in-kind agreements to promote certainty, timeliness and cost efficiency in delivery of key state infrastructure.

Continued overleaf.....

'Programs of activity' continued.....

- **Streamlining plan delivery:**

The Authority will work closely with councils, agencies and the development industry to identify and remove inefficiencies in post-plan approval processes and influence the market's ability to respond to changes in demand. This will include delivering the *Streamlining for Growth* metropolitan, greenfield and established-area projects funded in 2017/18 and 2018/19. The VPA will deliver the Streamlining for Growth regional initiative, including progressing regional projects arising from the Regional Partnership process in alignment with approvals.

- **Planning solutions, innovation and partnerships:**

The Authority will work with the DELWP planning group to consider opportunities to improve the implementation of place-based growth planning frameworks; this will include giving effect to new infrastructure contributions plans that provide a clear sequence for growth area development and provide industry with a pipeline of urban renewal projects. Working with DELWP, the Authority will identify and trial innovations in spatial planning, that can contribute to enhanced and rigorous monitoring of development outcomes in growth areas.

- **Organisational Capability and Capacity:**

The VPA will maintain strong governance, risk and financial management functions to ensure programs are appropriately delivered and implement programs of activity that will strengthen the organisation's capacity to deliver.

The VPA's work program will include projects assigned to the VPA in the implementation plan actions for *Plan Melbourne 2017-2050* and *Homes for Victorians*, where the VPA is assigned as lead or as an implementation partner.



Opportunities for 2019/20

In addition, this year the VPA's work program responds to several new opportunities, including:

- **Precincts and regions:**

DJPR have been charged with ensuring strong economic performance by growing industries, priority precincts and regions. The VPA will be working closely with the department to provide place-based planning solutions to support this agenda in Melbourne and key regional cities and towns.

The government's commitment to significant investments in transport infrastructure, including the Melbourne Airport Rail Link, the Suburban Rail Loop and fast rail upgrades for the Geelong and Ballarat lines, creates once-in-a-generation opportunities to plan new places for people to live, work and invest.

To respond to this challenge, the VPA's work program in established Melbourne will increasingly focus on planning for growth at the precinct scale (rather than the site level).

- **Affordable housing:**

Housing and planning are now portfolio partners under the leadership of the Hon. Richard Wynne MP, creating new opportunities for complementary initiatives in social and affordable housing. The VPA will be working actively with the Department of Environment, Land, Water and Planning and the Director of Housing to deliver innovative, place-based affordable housing outcomes.

In Melbourne's fast-growing outer suburbs, the delivery of the government's 100,000 lot commitment has created a 15-year supply of zoned land, helping to minimise upward pressure on house prices. This gives Melbourne a significant affordability edge, and the priority now is to maintain this supply by rezoning new land to keep pace with consumption, delivering capacity for 50,000 lots and 50,000 jobs by 2023.

Regional Victoria created 19% of the state's gross regional product in 2017/18. In Victoria's peri-urban and regional areas, the VPA supports councils to achieve their growth aspirations by planning for precincts and places. Coordinated planning in these areas will result in the form of a more productive economy for regional Victoria and an affordable and attractive place to live. By 2022 the VPA will deliver 30,000 new lots and 9,000 new jobs in the regions.

- **Infrastructure integration:**

The government's record investment in growth area infrastructure creates an opportunity for the VPA to be proactive in providing information to departments and agencies about the infrastructure that growing communities need.

The VPA will also respond to the infrastructure integration opportunities presented by government's ongoing agenda for delivering integrated water management and boosting urban sustainability.

This year we will be refocusing our resources to ensure that our work program makes the most of these opportunities.



Authorising Environment

The VPA is a state government statutory authority established under the *Victorian Planning Authority Act 2017*.

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 in designated areas. Our focus is on integrated land-use, built form and infrastructure planning outcomes for significant precincts and places in growing Victorian cities, suburbs and regional towns.

Under the *Victorian Planning Authority Act 2017* 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 to the Minister for Planning and, from November 2018, to the Minister for Priority Precincts.

The VPA is accountable to the Minister for Planning to deliver on the *Statement of Expectations*, and accompanying Ministerial Direction issued by the Minister to the Authority pursuant to Section 36(1) of the *Victorian Planning Authority Act 2017*. The current *Statement of Expectations* was issued by the Minister on 7 April 2019 and sets priorities for the coming three years.

The VPA is accountable to the Minister for Priority Precincts to deliver advice in accordance with the Ministerial Direction issued by the Minister to the Authority pursuant to Section 36(1) of the *Victorian Planning Authority Act 2017*. The current Direction from the Minister for Priority Precincts was issued by Gavin Jennings MLC on 23 May 2019 and sets the priorities for the coming two years.

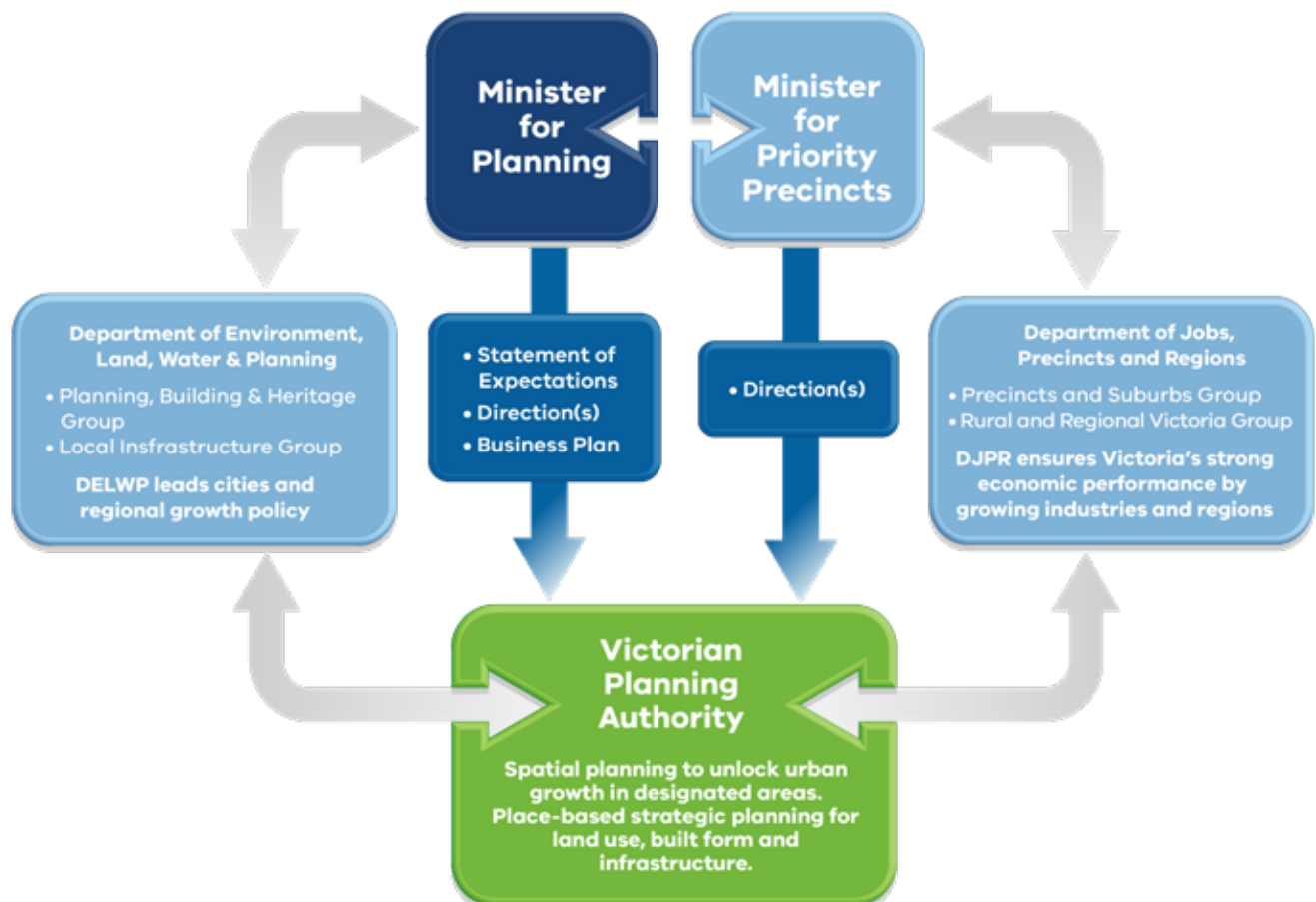


Figure 1: Authorising environment

This Business Plan also forms an important part of the VPA's authorising environment. The Business Plan has been approved by the Minister for Planning pursuant to Section 44 of the *Victorian Planning Authority Act 2017* and, in accordance with the terms of the Ministerial Direction accompanying the *Statement of Expectations*, this has the effect of conferring statutory authorisation to undertake the role nominated for each project as set out below.

ROLE	DESCRIPTION
PLANNING AUTHORITY	The Victorian Planning Authority is the appointed planning authority, with the mandate to lead the project and deliver outcome (including recommending a planning scheme amendment to the Minister), in partnership with the relevant council(s) and government agencies.
PROVIDER	The local council or Minister is the planning authority and the Victorian Planning Authority has the lead role to prepare a plan or other report, working in partnership with the relevant council(s) and government agencies. In this role the Victorian Planning Authority submits its report or plan to the planning authority to progress through the statutory process.
ADVISOR	The VPA provides advice, finance and technical support to a council or government agency preparing planning documents. The Victorian Planning Authority advises and influences these planning documents but does not determine the content.
FACILITATOR	The Victorian Planning Authority assists a council or government agency with their work, providing a grant or general advice about how planning policies need to be considered. This could include participation in a steering committee or project group.

Figure 2: Role of the VPA

The VPA is also empowered by Ministerial Direction No 18 (Victorian Planning Authority Advice on Planning Scheme Amendments), issued by the Minister for Planning on 28 January 2018. This direction requires councils to have regard to the advice of the VPA in situations where the VPA is authorised to act in roles other than planning authority, or when a council is proposing to alter an approved plan that has been prepared by the VPA.

The General Order, dated 29 November 2018, committed Section 36 of the *Victorian Planning Authority Act 2017* to the Minister for Priority Precincts, as well as to the Minister for Planning. This is important recognition of the role that the VPA will play in providing spatial planning services to support the government's priority precincts agenda.

The VPA also has responsibilities as an interface body under the *Transport Integration Act 2010*. This act requires that an interface body must have regard to the transport system objectives when exercising powers and performing functions under any interface legislation that is likely to have a significant impact on the transport system.





Figure 3: Implementation Framework (from VPA Strategic Plan 2017-2020)

Strategic Plan 2017-20

In 2017, the VPA Board approved a four-year Strategic Plan 2017-20. The strategic plan outlines the VPA's organisational commitments to support the Victorian Government in shaping the future growth and transformation of Victoria's cities, suburbs and regions.



Figure 4: Strategic Plan Overview (from VPA Strategic Plan 2017-2020)

The strategic plan is based on a clear vision:

- Our vision**
We are committed to cutting through complexity to actively facilitate innovative spatial planning solutions.
- Our people**
All of our people – from technical experts to planners – play an important role in achieving our vision of connected, vibrant and sustainable communities.
- 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 crucial values that 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.

All supported by four pillars that set out our strategic focus:

- Partnering to plan great precincts and places
- Innovative spatial planning and infrastructure coordination solutions
- A dynamic and high performing organisation that delivers
- An inspiring workplace

Implementation Roadmap

In 2018 the VPA also adopted an *Implementation Roadmap* to establish organisational priorities for the period 2017 to 2020.

The roadmap set eight priorities for building the capacity of the organisation to deliver on the four pillars. These capacity-building streams are:

- financial sustainability
- revolution IT
- innovation
- listening and engaging
- people and culture
- partnering
- project management
- leadership.

The VPA focused on four of these priorities in 2018/19. We will continue to build capacity across the eight priorities in 2019/20, focusing on:

- financial sustainability
- innovation
- listening and engaging
- partnering.



Organisation

The VPA's organisational structure deploys our resources into three planning project teams, supported by three corporate support teams. This gives us a spatially defined line of sight over our planning projects, ensuring that these planning teams are backed by central support, advice and resourcing.

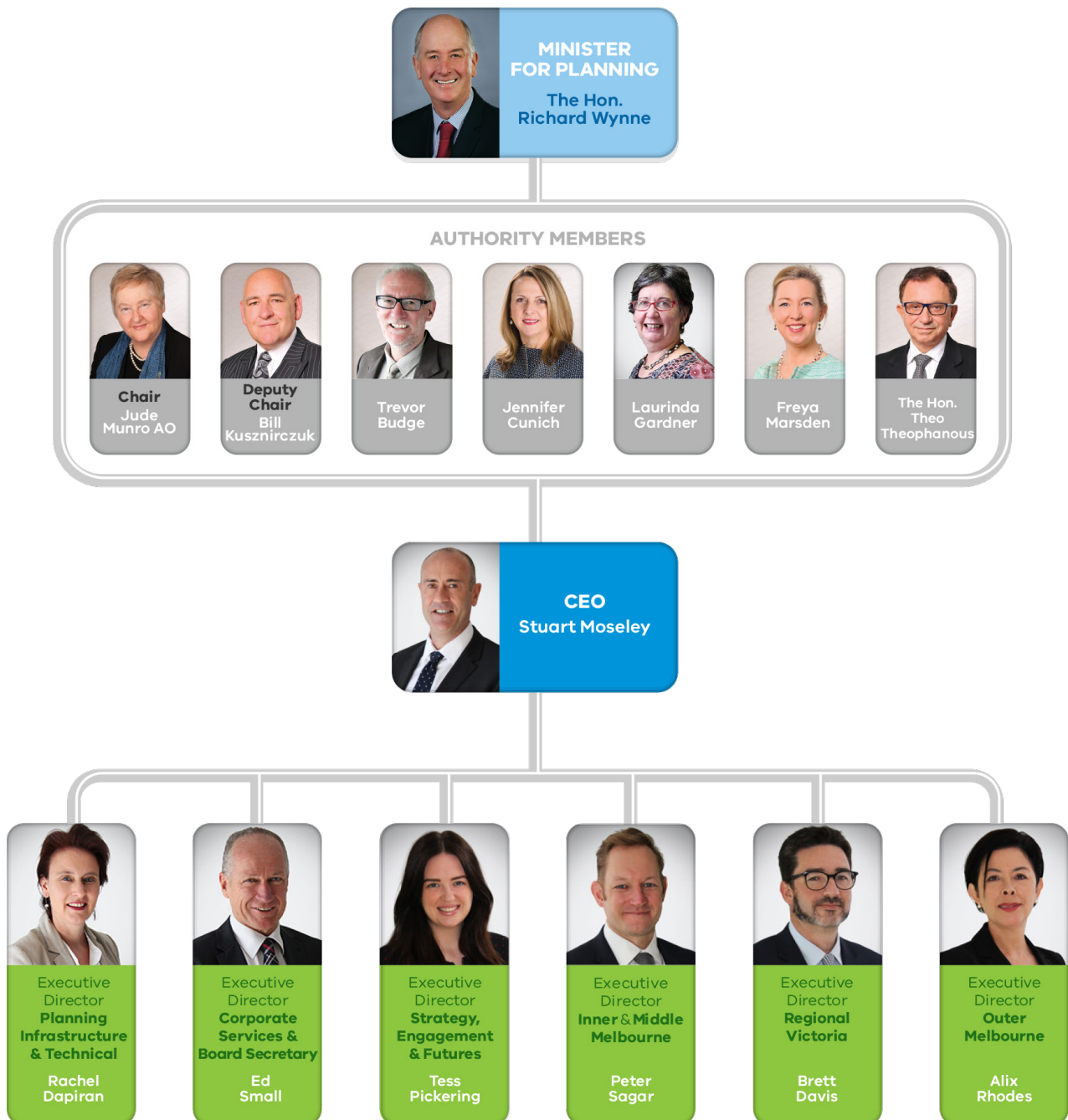


Figure 5: Organisation Structure

Projects and activities 2019/20

The VPA will deliver on the eight programs by undertaking the projects and activities listed below. The VPA will report to the Minister every quarter on its progress delivering these projects and activities, including details of any changes to scope or timing that may be required through the course of the year.

Outer Melbourne projects

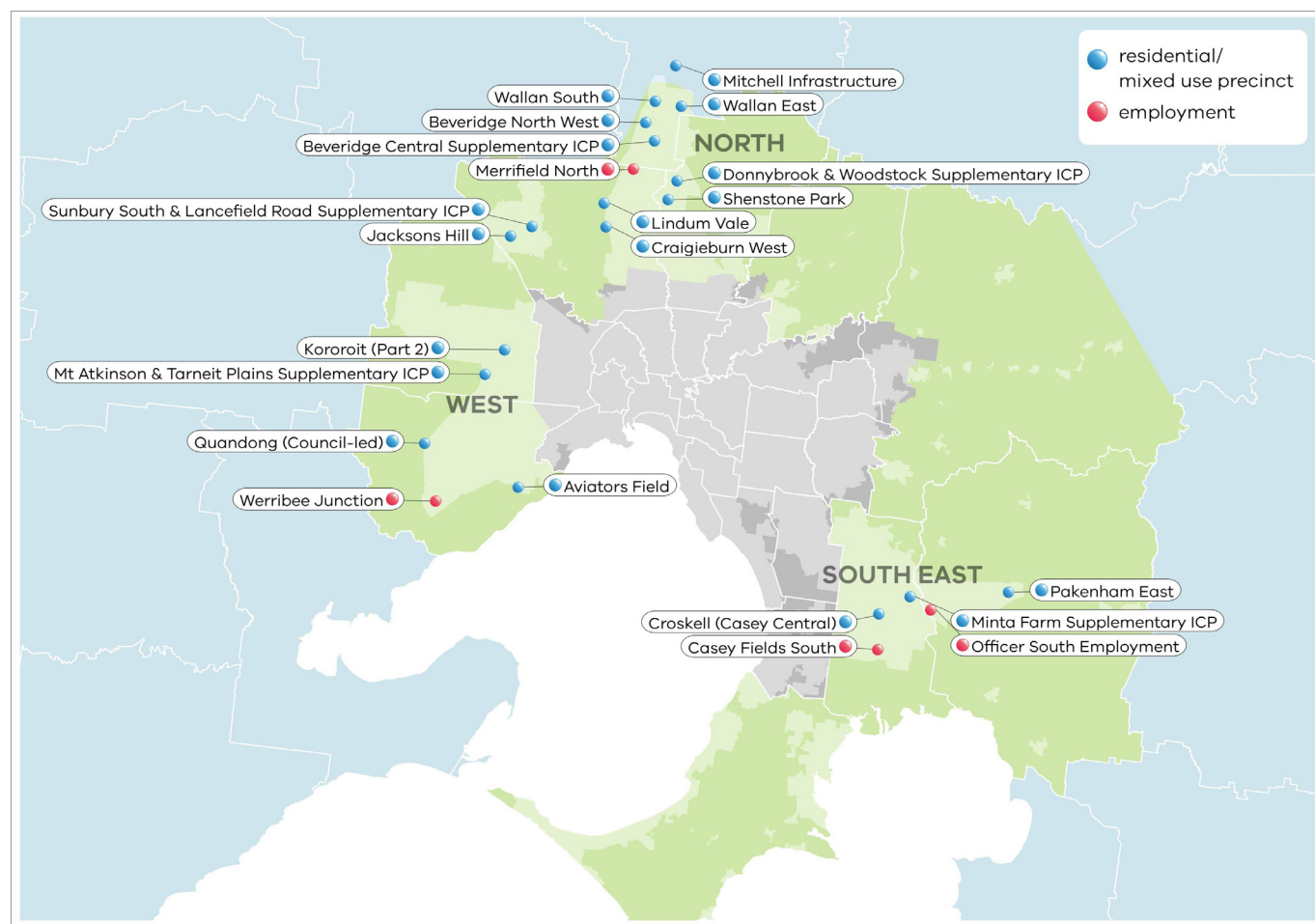


Figure 6: Melbourne Growth Corridor program. For full project list turn to page 15.



Outer Melbourne case study: *South East Economic Corridor – Strategic Context Report*

The VPA, in partnership with Cardinia Shire Council, City of Casey and City of Greater Dandenong, is preparing a *South East Economic Corridor Strategic Context Report* to guide the planning for economic growth and jobs. This report will set out a framework for planning for future economic PSPs (e-PSPs), with core objectives of:

- establishing a long-term vision for the South-East Economic Corridor
- identifying the key planning objectives that will set the purpose of the e-PSPs, articulating the functional hierarchy of the precincts and centres, and defining critical infrastructure priorities and enablers
- aligning economic and employment delivery strategies with e-PSPs to facilitate growth and activation
- identifying the key metrics for the planning and development of e-PSPs to accelerate growth in priority industry sectors and the region, supporting access to local employment and enabling more liveable communities
- providing a sequence for the planning and delivery of e-PSPs to inform infrastructure coordination and investment.

The work will guide our PSP program and help inform key *Plan Melbourne 2017-2050 actions*. This is an example of the VPA using our expertise to shape growth outcomes.



Outer Melbourne case study: *Beveridge North West*

Beveridge North West is a greenfield site in the north-western periphery of Melbourne's northern growth corridor in the Shire of Mitchell.

The site is surrounded by natural beauty and established townships, including Wallan which is located approximately three kilometres north, and the Mandalay Estate, which is located immediately to the south. It is anticipated that Beveridge North West will accommodate 14,000-15,000 new households, including 25,000 residents.

During the course of the preparation of the Beveridge North West PSP, and potentially beyond, the VPA will be working in partnership with Mitchell Shire Council, DELWP, Yarra Valley Water, RMIT University and private and not-for-profit service providers to improve precinct planning and delivery in Beveridge North West. This is part of a Resilient Melbourne partnership.

The VPA and our partners will work to engage future residents early in the planning and development of the precinct with a view to creating a community that is viable, sustainable, liveable, and prosperous. We will also engage academic experts to test and evaluate community engagement and resilience-building methods in Beveridge North West and showcase success stories within our networks.

The research undertaken in this project will inform the approach and contribute to new knowledge and improved practice in creating 20-minute resilient neighbourhoods in greenfield areas.

Urban renewal projects

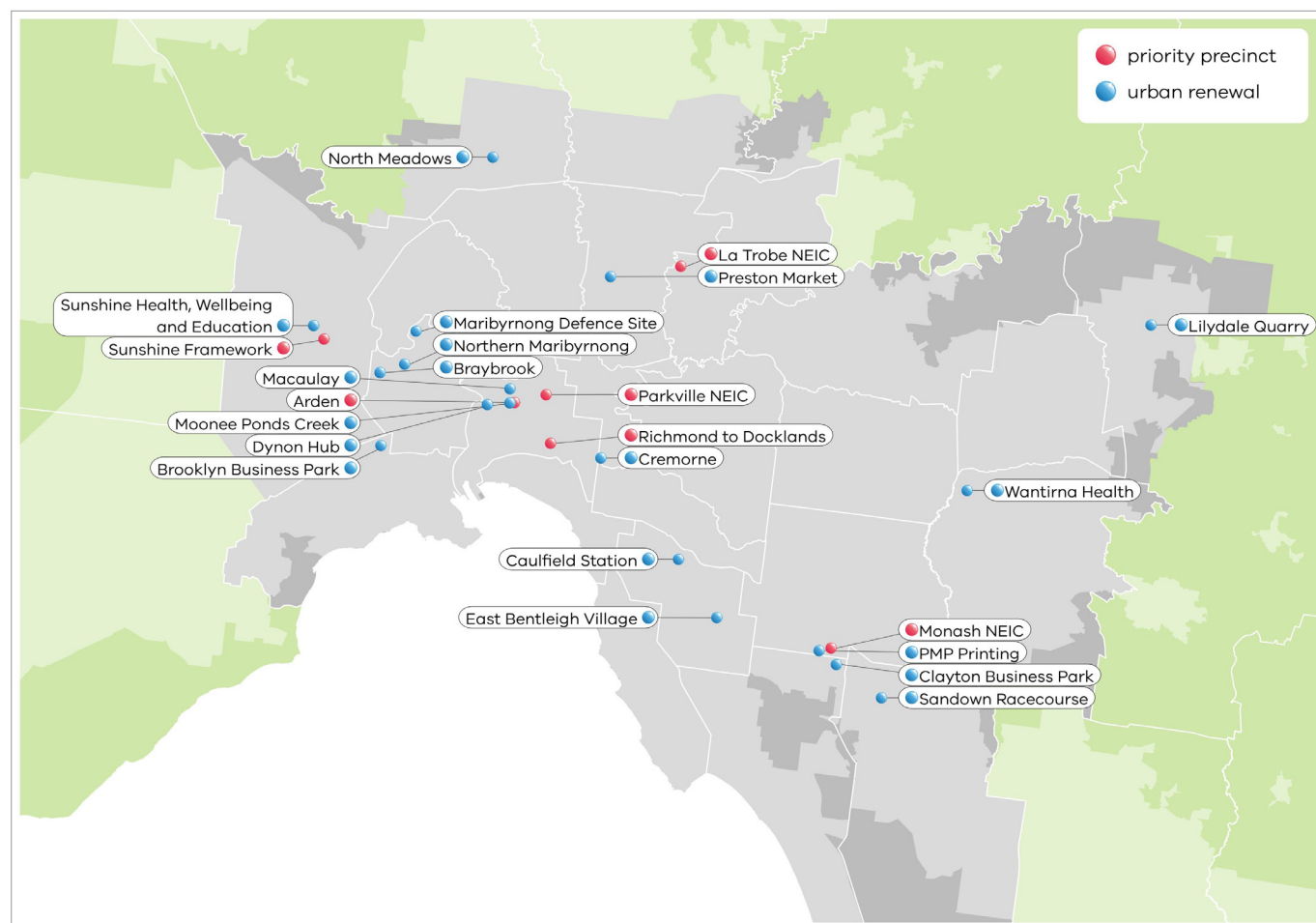


Figure 7: Priority precincts and urban renewal program. For full project list turn to page 15.



Priority precincts case study: Arden

Arden is one of Melbourne's most significant urban renewal areas and a city-shaping project based around a new Metro Tunnel train station. Located less than 2km from the CBD, Arden is strategically placed to be an innovation precinct, with a focus on technology, life sciences, health and education sectors. It will have a lively public realm, high-quality and affordable places to live, community hubs, new schools, and diverse open spaces. The VPA finalised a vision for the precinct in July 2018 and is now creating a structure plan for the area with the City of Melbourne.

Key features of the plan include:

- 50 hectares of land 2km from Melbourne's CBD
- 34,000 jobs
- 15,000 residents
- 6% affordable housing
- Two to four new schools.

Arden is an example of the VPA undertaking visionary land-use planning based around a major transport project, ensuring our public transport corridors have ample jobs, homes and public amenity.



Urban renewal case study: East Village

In Bentleigh East the VPA has been partnering with Glen Eira City Council to plan for the transformation of a 24-hectare site previously used for cigarette manufacturing. When preparing this plan, the VPA ensured design was at the forefront of the new community. The town square will be located at the centre of the precinct, so that future residents and workers will have a place to meet, sit and relax. And we have also set aside 10% of the precinct as open space (almost double the standard local requirements).

In addition, we are now finalising a ground-breaking agreement that will result in developers transferring land at no cost to a registered housing association, which will then own and manage the properties. It is anticipated the housing association will build 50-75 affordable homes over two or three sites within the precinct, which will contain a total of 3000 dwellings. This agreement will be formalised under a Section 173 agreement of the *Planning and Environment Act 1987*.

This project illustrates how the VPA is planning for affordable housing within its urban renewal projects.

Regional projects

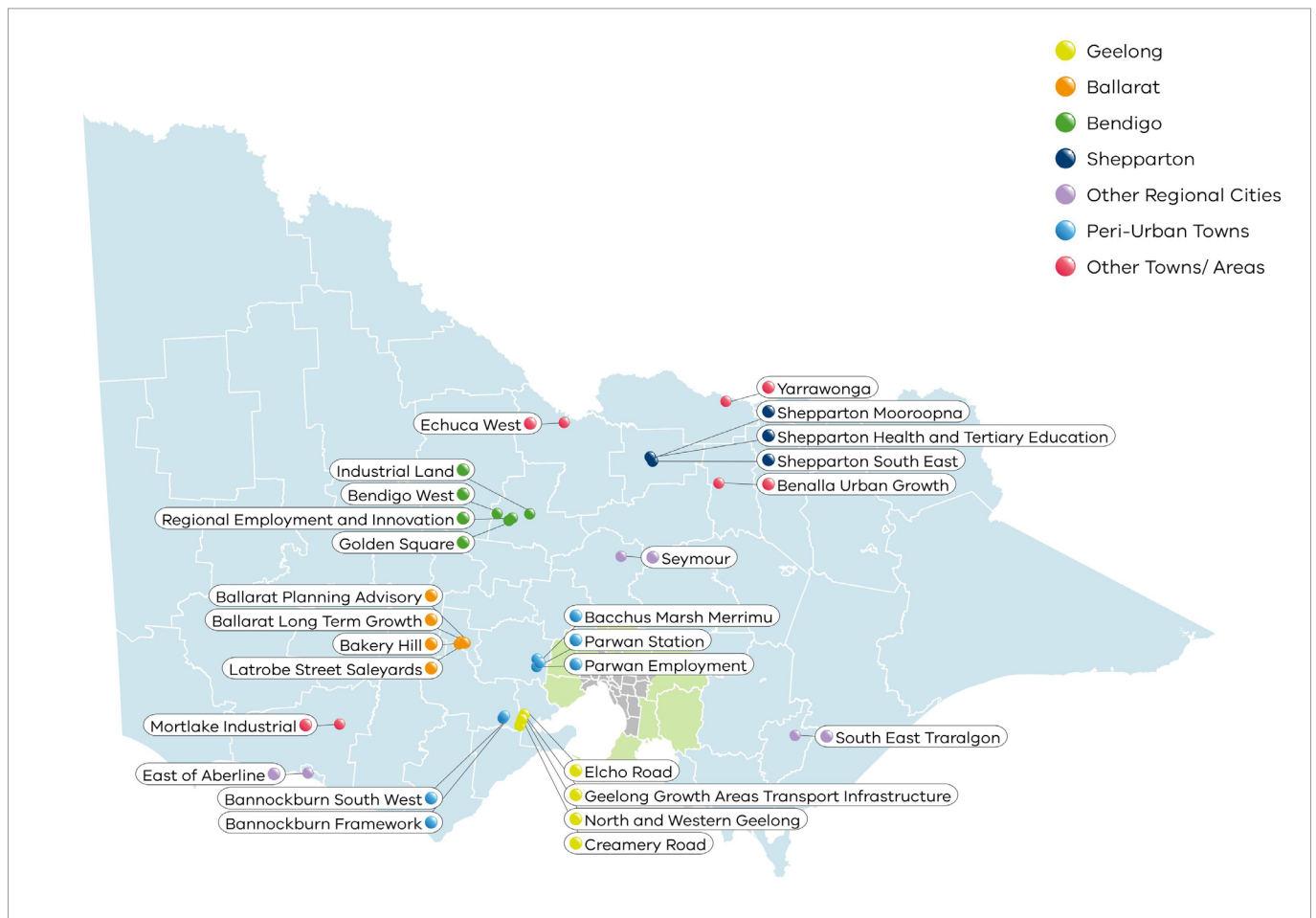


Figure 8: Regional cities and towns program. For full project list turn to page 15.



Regional case study: Shepparton Mooroopna 2050 Regional City Growth Plan

The VPA is working with Greater Shepparton City Council to guide Shepparton and Mooroopna's long-term growth. To inform preparation of the plan, the VPA created an innovative, interactive mapping tool where people could provide feedback on landmarks and areas of interest, with more than 150 people participating.

Key features of the plan include:

- setting out the vision for Shepparton and Mooroopna
- guiding sustainable future growth and development over the next 30 years
- identifying the steps needed to manage growth
- defining key projects and infrastructure required to support growth.

This large-scale, high-level plan will play an instrumental role in shaping Shepparton and Mooroopna's future and was created in partnership with council, the local community and government authorities.

VPA Project List for 2019/20

To give effect to the Minister's Statement of Expectations for the period 2019/20 to 2021/22 the VPA has prepared a listing of projects which it will be undertaking in 2019/20. The project list is set out below. The projects are organised to align with the VPA's new Programmatic Structure set out in the Minister's Statement of Expectations.

The individual planning activities undertaken by the VPA generally require a number of years to complete. The majority of the VPA projects listed for the 2019/20 program are continuing from the 2018/19 program. As can be seen from the Forecast Completion column reflected in the list, many of these projects are also

expected to carry over into future years. The list also includes a limited number of new projects which are shown as "Commencing" in the column entitled Continuing/Commencing.

The VPA seeks contributions from third parties where appropriate to supplement its resources in order to undertake its extensive program. The column titled Subject to Funding, indicates whether the VPA is anticipating receiving an external contribution to enable it to proceed with the project. For these projects where cost recovery arrangements cannot be put in place, the VPA is unlikely to be able to proceed with the project.

Figure 9: VPA list of projects for 2019/20

Program Category	Sub-Program	Project Number and Name	Municipality	Continuing/Commencing	VPA Role	Forecast Completion Date	Subject to Funding	Initiative arising from Strategy*
Priority Precincts	Priority Precincts**	3003 – Arden - Structure Plan	Melbourne	Continuing	Provider	Jan-20		PM - lead
		3010 – Richmond to Docklands Framework Plan and Implementation	Melbourne/ Yarra	Continuing	Provider	TBA	YES	PM - lead
		3011 – Parkville NEIC Framework Plan and Implementation	Melbourne	Continuing	Provider	Dec-19		PM - lead
		6001 – Monash NEIC Framework Plan and Implementation	Dandenong/ Monash/ Kingston	Continuing	Provider	Jan-20		PM - lead
		5003 – La Trobe NEIC Framework Plan and Implementation	Darebin/ Banyule	Continuing	Provider	Jan-20		PM - lead
		4001 – Sunshine Framework Plan and Implementation (links with 4002)	Brimbank	Continuing	Provider	Dec-19		PM - lead
		4010 – Suburban Rail Loop precinct development	Various	Continuing	Provider	TBA	YES	
		4012 – Precincts - to be determined (including Fishermans Bend)	Various	Continuing	Provider	TBA	YES	PM
Urban Renewal in Melbourne	State Significant Areas	3004 – Macaulay ICP	Melbourne	Continuing	Provider	Jan-20		PM
		4007 – Moonee Ponds Creek Implementation Plan	Melbourne	Continuing	Provider	Jun-20		PM
		4002 – Sunshine Health, Wellbeing & Education Precinct (SHWEP) (links with 4001)	Brimbank	Continuing	Provider	Jan-20		PM - lead
		4012 – Braybrook Structure Plan	Maribyrnong	Commencing	Provider	TBA	YES	PM
		4004 – Maribyrnong Defence Site Vision	Maribyrnong	Continuing	Provider	Dec-19	YES	PM
		4006 – Northern Maribyrnong Transport and Land Use Framework	Maribyrnong/ Brimbank	Continuing	Provider	Jan-20	YES	PM

Program Category	Sub-Program	Project Number and Name	Municipality	Continuing/ Commencing	VPA Role	Forecast Completion Date	Subject to Funding	Initiative arising from Strategy*
Urban Renewal in Melbourne	Employment Areas	4005 – Brooklyn Business Park Planning Investigation	Maribyrnong/Hobsons Bay	Continuing	Authority	Jan-21	YES	PM
		3013 – Cremorne Place Implementation Plan	Yarra	Continuing	Provider	Dec-19		PM
		5008 – North Meadows CDP	Hume	Continuing	Advisor	Oct-19	YES	PM
		4011 – Dynon Hub Framework Plan	Melbourne	Commencing	Provider	TBA	YES	PM - lead
		6002 – PMP Printing CDP and Planning Scheme Controls	Monash	Continuing	Advisor	Jun-20		PM
		6004 – Clayton Business Park CDP and Planning Scheme Controls	Kingston	Continuing	Provider	Jun-20		PM
		6007 – Wantirna Health Precinct Masterplan and Planning Scheme Controls	Knox	Continuing	Provider	Jan-20		PM - lead
	Housing & Mixed-use Areas	5006 – Preston Market Structure Plan and Planning Scheme Amendment	Darebin	Continuing	Authority	Jan-20		PM
		6010 – Lilydale Quarry Planning Scheme Amendment	Yarra Ranges	Continuing	Provider	Dec-20		PM
		7001 – Caulfield Station Precinct Structure Plan and Planning Scheme Controls	Glen Eira	Continuing	Provider	Jun-20		PM
		7005 – Sandown Racecourse CDP	Greater Dandenong	Continuing	Advisor	Dec-20		PM
		8803 – East Bentleigh Village CDP and Planning Scheme Controls	Glen Eira	Continuing	Provider	Jan-20		PM
Melbourne Growth Corridors	North Growth Corridor	2012 – Wallan East PSP & ICP	Mitchell	Continuing	Authority	Dec-22	YES	PM / HfV
		2240 – Wallan South PSP & ICP	Mitchell	Continuing	Authority	Dec-22	YES	PM / HfV
		2720 – Donnybrook & Woodstock Supplementary ICP	Hume	Continuing	Authority	Jun-20	YES	PM / HfV
		2740 – Sunbury South & Lancefield Road Supplementary ICP	Hume	Continuing	Authority	Jun-20	YES	PM / HfV
		2750 – Beveridge Central Supplementary ICP	Mitchell	Continuing	Authority	Jun-20	YES	PM / HfV
		1070 – Jacksons Hill Implementation	Hume	Commencing	Authority	TBA	YES	PM / HfV
		590 – Beveridge North West PSP & ICP	Mitchell	Continuing	Authority	Jun-21	YES	PM / HfV
		651 – Merrifield North PSP & ICP	Hume/Mitchell	Continuing	Authority	Dec-22	YES	PM / HfV
		680 – Craigieburn West PSP & ICP	Hume	Continuing	Authority	Jun-22	YES	PM / HfV
		691 – Shenstone Park PSP & ICP	Whittlesea	Continuing	Authority	Jun-21	YES	PM / HfV
		8425 – Mitchell Integrated Infrastructure Strategy	Mitchell	Commencing	Advisor	Dec-21	YES	PM / HfV
		2020 – Lindum Vale PSP & ICP	Hume	Continuing	Authority	Dec-19	YES	PM / HfV
	South East Growth Corridor	2100 – Pakenham East PSP & ICP	Cardinia	Continuing	Authority	Dec-19	YES	PM / HfV
		2200 – Casey Fields South PSP & ICP	Casey	Continuing	Authority	Dec-23	YES	PM / HfV
		2210 – Crookell (Casey Central) PSP & ICP	Casey	Continuing	Authority	Dec-22	YES	PM / HfV
		2220 – Officer South Employment PSP & ICP	Cardinia	Commencing	Authority	Dec-22	YES	PM / HfV
		2730 – Minta Farm Supplementary ICP	Casey	Continuing	Authority	Jun-20	YES	PM / HfV

Program Category	Sub-Program	Project Number and Name	Municipality	Continuing/Commencing	VPA Role	Forecast Completion Date	Subject to Funding	Initiative arising from Strategy*
Melbourne Growth Corridors	West Growth Corridor	2080 – Werribee Junction PSP & ICP	Wyndham	Continuing	Authority	Dec-23	YES	PM / HfV
		2190 – Aviators Field PSP & ICP	Wyndham	Continuing	Authority	Dec-22	YES	PM / HfV
		2710 – Mt Atkinson & Tarneit Plains Supplementary ICP	Melton	Continuing	Authority	Jun-20	YES	PM / HfV
		802 – Kororoit (Part 2) PSP & ICP	Melton	Continuing	Authority	Dec-22	YES	PM / HfV
		921 – Quandong PSP & ICP (Council-led)	Wyndham	Continuing	Advisor	Dec-19	YES	PM / HfV
Regional Cities and Towns	Geelong	1310 – North and Western Geelong Growth Area Framework	Greater Geelong	Continuing	Advisor	May-20		RGP / PM lead
		1410 – Elcho Road PSP & DCP	Greater Geelong	Commencing	Advisor	Dec-22	YES	RGP / PM lead
		1420 – Creamery Road PSP & DCP	Greater Geelong	Commencing	Advisor	Dec-22	YES	RGP / PM lead
		8057 – Geelong Growth Areas Transport Infrastructure Strategy	Greater Geelong	Continuing	Advisor	Dec-21	YES	RGP / PM Lead
	Ballarat	8051 – Bakery Hill Urban Renewal Project	Ballarat	Continuing	Provider	Dec-20	YES	RGP / PM Lead
		8052 – Ballarat Long Term Growth Options Investigation - review and Implementation Plan	Ballarat	Continuing	Advisor	Jun-20	YES	RGP / PM Lead
		8053 – Latrobe Street Saleyards Precinct Urban Renewal	Ballarat	Continuing	Provider	Dec-19		RGP / PM Lead
		1443 – Ballarat Planning Advisory	Ballarat	Commencing	Advisor	TBA	YES	RGP
	Bendigo	1300 – Bendigo - Golden Square Structure Plan	Greater Bendigo	Continuing	Provider	Dec-19		RGP / PM Lead
		1350 – Bendigo West Action Plan	Greater Bendigo	Continuing	Provider	Jun-20	YES	RGP / PM Lead
		1400 – Regional Employment and Innovation Corridor Plan	Greater Bendigo	Continuing	Provider	Sep-20		RGP / PM Lead
		8074 – Industrial Land Development Strategy	Greater Bendigo	Continuing	Provider	Jun-20		RGP / PM Lead
	Shepparton	1021 – Shepparton South East PSP & ICP	Greater Shepparton	Continuing	Authority	Dec-19		RGP / PM Lead
		8035 – Shepparton Mooroopna Strategic Framework Plan	Greater Shepparton	Continuing	Authority	Dec-19	YES	RGP / PM lead
		8059 – Shepparton Regional Health and Tertiary Education Hub Structure Plan	Greater Shepparton	Continuing	Authority	Dec-19	YES	RGP / PM Lead
	Other Regional Cities	8046 – East of Aberline PSP & DCP	Warrnambool	Continuing	Authority	Dec-21	YES	RGP
		8071 – South East Traralgon PSP & DCP	Latrobe	Continuing	Authority	Jun-20	YES	RGP
		1442 – Seymour Urban Renewal Framework Plan	Mitchell	Continuing	Advisor	TBA	YES	RGP

Program Category	Sub-Program	Project Number and Name	Municipality	Continuing/ Commencing	VPA Role	Forecast Completion Date	Subject to Funding	Initiative arising from Strategy*
Regional Cities and Towns	Peri-Urban Towns	1270 – Bacchus Marsh Merrimu PSP & DCP	Moorabool	Continuing	Authority	Dec-21	YES	RGP / PM lead
		1440 – Parwan Station PSP & DCP	Moorabool	Commencing	Authority	Dec-21	YES	RGP / PM lead
		8027 – Parwan Employment PSP & DCP	Moorabool	Continuing	Authority	Jan-22	YES	RGP / PM lead
		1441 – Bannockburn Framework Plan	Golden Plains	Commencing	Authority	TBA	YES	RGP / PM lead
		8072 – Bannockburn South West Precinct Framework Plan	Golden Plains	Continuing	Authority	Jun-21	YES	RGP / PM lead
	Other Towns / Areas	8031 – Echuca West PSP & DCP	Campaspe	Continuing	Provider	Dec-19	YES	RGP
		8055 – Benalla Urban Growth Strategy Plan	Benalla	Continuing	Provider	Dec-20	YES	RGP
		8064 – Mortlake Industrial Land Strategy	Moyne	Commencing	Advisor	Dec-19	YES	RGP
		8070 – Yarrawonga Framework Plan	Moira	Commencing	Provider	Dec-19	YES	RGP
Infrastructure Planning and Co-ordination	Growth Areas Infrastructure	9511 – Growth Areas Infrastructure Contribution Delivery Advice	Various	Continuing	Provider	Ongoing		PM
		9617 – Growth Areas Infrastructure Contribution Works-In-Kind	Various	Continuing	Provider	Ongoing		PM
		9519 – Growth Areas Infrastructure Contribution Staged Payment Agreement Administration	Various	Continuing	Provider	Ongoing		PM
	Infrastructure	9517 – Infrastructure Facilitation	Various	Continuing	Provider	Ongoing		PM
		9520 – Strategic Infrastructure Advice	Various	Continuing	Provider	Ongoing		PM
		9637 – Integrated Water Management Project	Various	Continuing	Provider		YES	PM
		9618 – Infrastructure Contribution Plans - Greenfields & Regional	Various	Continuing	Provider			PM
		9109 – Infrastructure Contribution Plans - Urban Renewal	Various	Continuing	Provider			PM
		8313 – Review of Benchmark Infrastructure Costings		Continuing	Provider	Jun-20		PM
		9521 – Infrastructure Database		Commencing	Provider	Ongoing		PM
	Planning Services	9610 – Planning Referral and other Services	Various	Continuing	Provider	Ongoing		PM
		9611 – Fishermans Bend Developer Contribution Management	Port Phillip/ Melbourne	Continuing	Provider	Ongoing		PM
		392 – East Werribee Employment Precinct Responsible Authority Role	Wyndham	Continuing	Provider	Jun-20		PM

Program Category	Sub-Program	Project Number and Name	Municipality	Continuing/Commencing	VPA Role	Forecast Completion Date	Subject to Funding	Initiative arising from Strategy*
Streamlining Plan Delivery	Process Improvement	8314 – “Generally in Accordance” Guidelines	n/a	Continuing	Provider	Jun-20		HfV
		8328 – PSP 2.0 Process Streamlining	n/a	Continuing	Provider	Jun-20		
		8315 – Role of Utilities	n/a	Continuing	Provider	Jun-20		HfV
		8317 – Standard Conditions Review	n/a	Continuing	Provider	Jun-20		HfV
		8323 – Growth Area Councils Health Check	n/a	Continuing	Provider	Jun-20		HfV
		8329 – Path to Accredited Approvals Report	n/a	Continuing	Provider	Jun-20		HfV
	Streamlining for Growth Program	8901 – Streamlining for Growth Program Management & Administration	n/a	Continuing	Provider	Jun-20		HfV
Planning Solutions, Innovation & Partnership	Implementation Policy & Practice	9000 – Plan Melbourne implementation	Various	Continuing	Provider	Jun-21		PM
		9016 – Urban Renewal Pipeline	Various	Continuing	Provider	Jun-21		PM - lead
		9020 – Structure Planning Guidelines	n/a	Continuing	Provider	Jun-20		PM - lead
		8050 – Small Lot Housing Code Review	n/a	Continuing	Provider	Jun-21		PM
		9021 – Sequencing of Growth Area Development	Various	Continuing	Provider	Jun-20		PM - lead
	Thought Leadership	9634 – Futures Thinking		Continuing	Provider	Dec-20		Strategic Plan

** in support of the Minister for Priority Precincts

*** Key to “Initiative Arising from Strategy”**

PM = Plan Melbourne

PM - lead = refers to a specific Plan Melbourne implementation plan action led or jointly led by VPA

HfV = Homes for Victorians

RGP = Regional Growth Plans

Strategic Plan = VPA Strategic Plan 2017-2020

Sources and application of funding

The nature and extent of the work of the VPA varies from year to year, and the amount of funding sourced and applied to project delivery varies accordingly.

The VPA's income each year is drawn from a combination of the following sources:

- Base appropriation
- Supplementary appropriation(s), for example:
 - Plan Melbourne (\$500,000 per annum in 2017/18 and 2018/19, but discontinued in 2019/20)
 - Streamlining for Growth (final year of funding in 2019/20)
- External contributions:
 - commissions from Government agencies
 - other contributions (principally from landowners or developers)
- Reserves (Accumulated Surplus):
 - allocated (ie tied to delivery of specific projects)
 - unallocated.

Base Appropriation

The VPA's base appropriation has declined from \$13.9 million in 2015/16 to \$12.4 million in 2018/19, and is anticipated to remain at this lower level over the next four years. This funding is applied to expenditure on the following (in order of priority):

- fixed operating costs (organizational overheads)
- statutorily required functions and services (planning and other)
- projects where we act as planning authority (net of any cost recovery arrangements)
- projects where we act as provider (net of any cost recovery arrangements)
- all other projects/services.

Supplementary Appropriation

Supplementary appropriations are applied to expenditure on projects and services in accordance with the purpose for which the funding was approved. The VPA's supplementary appropriation(s) amounted to \$7.1 million in 2018/19 and will decline to \$5.3 million in 2019/20. These appropriations have been from the Streamlining for Growth Program and have largely been applied to fund the VPA's work in established Melbourne and regional cities and towns. This appropriation is due to expire at the end of 2019/20, reducing the anticipated level of supplementary appropriations to zero in future years as the projects funded under this program come to an end.

External Contributions

External contributions are applied to expenditure on the projects and services for which the funding was collected. The VPA has increased its level of external cost recovery from an average of \$1.0 million per annum over the four years 2014/15 to 2017/18, increasing to \$4.8 million in 2018/19. The External Contributions budget for 2019/20 has increased to \$5.3 million. The bulk of this is for projects where the VPA acts as planning authority, principally in outer Melbourne and key regional centres.

Reserves (Accumulated Surplus)

Reserves are applied to "top up" funding shortfalls in any particular year. Since 2013/14 the VPA has been utilising these reserves to enable the VPA to deliver strongly against the Government's planning priorities. The VPA's reserves which were around \$12 million at 30 June 2014 are now budgeted to be exhausted by the end of 2019/20 and the capacity for the projects funded by these reserves will cease.

As supplementary appropriations and reserves are drawn down, the VPA will be redoubling its efforts to secure additional funding in order to maintain its organizational capability and ensure a strong portfolio of projects across all development settings.

Staff complement 2019/20

The VPA's staff complement varies each year in accordance with the scope and extent of the work program. In 2019/20 the staff complement will be maintained at the same level as 2018/19: 121 FTE in total, of which seven are executive staff.

Approved budget 2019/20 to 2022/23

The VPA has approved the following budget for 2019/20 and has endorsed in-principle the financial projections for the subsequent three years. The budget reflects sources of funding that are committed or highly likely.

Income (sources of funding)

	2019-2020 \$m	2020-2021 \$m	2021-2022 \$m	2022-2023 \$m
Base appropriation	12.4	12.4	12.4	12.4
Supplementary appropriations				
- Streamlining for Growth appropriation	5.3	0.0	0.0	0.0
- Plan Melbourne appropriation	0.0	0.0	0.0	0.0
External contributions				
- Commissions from Government agencies	2.2	0.0	0.0	0.0
- Other contributions (principally from landowners and developers)	3.3	8.7	8.2	6.0
Interest	0.2	0.2	0.2	0.1
Reimbursement & other revenue	0.5	0.3	0.0	0.0
Third party revenue received before 1 July 2019 (previously formed part of 2018/19 Accumulated Surplus)	2.7*	0.0	0.0	0.0
Total income	26.6	21.6	20.8	18.5

The VPA has an aspiration to secure additional supplementary appropriations and to increase funding sourced via commissions from Government agencies. This will enable the VPA to maintain its operations at broadly the current level. Ideally, the VPA's income would increase to an average of \$25 million to \$27 million in each of the years 2020/21 to 2022/23.

This aspirational scenario has not been reflected in the in-principle financial projections shown in the table above.

Expenditure by program (application of funding)

	2019-2020 \$m	2020-2021 \$m	2021-2022 \$m	2022-2023 \$m
Priority precincts (and State Significant areas)	2.1	2.1	2.1	2.1
Urban renewal in Melbourne	2.7	1.4	1.4	1.4
Melbourne growth corridors	5.5	5.3	5.6	5.5
Regional cities and towns	2.8	2.1	1.9	1.8
Infrastructure planning and coordination	3.7	3.0	2.6	2.4
Streamlining Plan Delivery				
- Streamlining plan delivery - Grants to Councils	2.5	0.0	0.0	0.0
- Streamlining plan delivery - VPA	1.8	0.0	0.0	0.0
Planning solutions, innovation & partnerships	2.7	1.7	1.5	1.4
Organisational capability & capacity				
- Organisational capability & capacity	3.8	2.9	2.6	2.4
- Asset and Accommodation	1.5	1.5	1.5	1.5
- Information Technology	0.9	0.9	0.9	0.9
Total Expenditure	30.0	20.9	20.1	19.4
Net surplus (shortfall) for the year	(3.4)	0.7	0.7	(0.9)
Brought forward surplus	3.7*	0.3	1.0	1.7
Total Accumulated Surplus	0.3	1.0	1.7	0.8

* The accumulated surplus as at 30 June 2019 is expected to be \$6.4 million. On 1 July 2019, the Accumulated Surplus brought forward is to be reduced by \$2.7 million of external funding that has been received in advance of the associated performance obligation being performed in order to align with the new accounting standard AASB15, Revenue from Contracts with Customers. This results in a brought forward accumulated surplus at 1 July 2019 being adjusted to be \$3.7 million. These monies will be treated as additional revenue in 2019/20, the year in which the performance obligation associated with the receipt of the monies is to be completed.

Going Forward

The impact of the exhaustion of the current supplementary appropriations and reserves is evident in the anticipated declining expenditure in the above budget in all programs (particularly regions and urban renewal), with the exception for Melbourne growth corridors (which have a higher capacity to cost-recover via third party contributions) and priority precincts.

In line with the aspirational income scenario discussed above, the VPA has the goal of being able to maintain its annual expenditure in each of the years 2020/21 to 2022/23 to around \$25 million to \$27 million per annum. This would enable levels of activity for all programs

to continue at approximately their current level. This aspirational scenario has not been reflected in the in-principle financial projections shown in the table above.

Over the coming year, the VPA will be vigorously exploring ways to maximise its revenues and reduce costs. This will include advocating for removal of current VPA-specific regulatory barriers to cost recovery, continuing our negotiations with third parties to achieve cost recovery and/or fee-for-service commissions, investing in more efficient work environment and practices, and a range of other potential opportunities.

Key performance measures for 2019/20

To achieve the VPA's outcomes over the coming four years, the VPA is expecting to achieve the measures listed below during the 2019/20 financial year.

Program	Program Outputs and Performance Measures	KPI for 2019/20
Priority Precincts	Deliver planning frameworks and spatial planning advice to support development in priority precincts as directed by the Minister for Priority Precincts and/or the Minister for Planning to deliver city-shaping liveability and economic outcomes.	VPA Board to finalise at least one plan prepared by the VPA or in partnership by 30 June 2020. Undertake stakeholder engagement for at least one project by 30 June 2020.
Urban Renewal in Melbourne	Deliver planning frameworks and spatial planning advice to support the Plan Melbourne aspiration to accommodate 70% of Melbourne's net dwelling growth within established Melbourne.	VPA Board to finalise plans prepared by the VPA or in partnership with others for six projects by 30 June 2020. Undertake stakeholder engagement for eight projects by 30 June 2020.
Melbourne Growth Corridors	Deliver planning frameworks to maintain a zoned capacity sufficient to accommodate around 15 years residential land supply and one new job for each new household in PSP areas.	VPA Board to finalise PSPs to accommodate zoned capacity for 10,000 dwellings and 2,000 jobs by 30 June 2020 as an interim KPI towards finalising PSPs to accommodate 50,000 lots and 50,000 jobs by December 2022 (this is a VPA whole of government performance indicator).
	Improve planning outcomes and processes in PSP areas.	Finalise revised Structure Planning Guidelines (part one – greenfields) by 30 June 2020. Identify and seek approval for process improvements that will reduce average PSP preparation times by one-third.
Regional Cities and Towns	Deliver planning frameworks and services to support urban growth in regional Victoria.	VPA Board to approve Structure Plans to accommodate zoned capacity for 3,000 dwellings and 750 jobs by 30 June 2020 as an interim KPI towards finalising SPs to accommodate zoned capacity for 30,000 lots and 9,000 jobs by December 2022 (this is a VPA whole of government performance indicator). VPA Board to approve finalised frameworks/advices for four regional towns/areas by 30 June 2020.
Infrastructure Planning and Coordination	Deliver DCPs and/or ICPs to ensure that any development yield/uplift conferred by zoning change is accompanied by appropriate infrastructure contributions arrangements.	VPA to approve finalised ICPs and/or DCPs (as appropriate) to accompany all structure plans finalised by the VPA.
	Negotiate Growth Area Infrastructure Contributions Work in Kind (GAIC WIK) agreements to help clarify the nature and timing of infrastructure provided in PSP areas.	VPA to target finalisation of 2 GAIC WIKs by 30 June 2020. VPA to progress all new GAIC WIKs for submission to the Minister for Planning for approval within 12 months from the time of signing of a third party funding agreement.

Program	Program Outputs and Performance Measures	KPI for 2019/20
Streamlining Plan Delivery	Deliver the Government's Streamlining for Growth program to unlock urban growth across the State by streamlining planning and post-plan approval processes.	Allocate at least 30 grants from the funds available through the Streamlining for Growth program by 30 June 2020 (this is a VPA whole of government performance indicator).
Planning Solutions, Innovation and Partnerships	Demonstrate and disseminate innovation in planning processes and outcomes, and in engaging with communities and partners.	Deliver at least three "Futures Thinking" events to inform public debate about quality urban growth. Utilise innovative visualisation tools and models through our approach to community engagement.
Organisational Capability and Capacity	Enhance the operational performance of the organization.	No significant governance breaches reported in the 2019/20 annual report. 90% of projects on the VPA work program completed or on track as at 30 June 2020 against the work program timeframes (as amended by the Board at quarterly reviews). Minister for Planning provided with draft business plan by 31 May 2019, and approved Business Plan published on VPA website within one month of it being approved by the Minister. Financial sustainability demonstrated by operating result for the year being no greater than 10% more than the budgeted deficit for the year ended 30 June 2020, except in relation to any additional unbudgeted expenditure directed by the Minister for Planning. Implement new project management framework and reporting.

Attachment A – Minister for Planning's Direction to the VPA



Hon Richard Wynne MP

Minister for Planning
Minister for Housing
Minister for Multicultural Affairs

8 Nicholson Street
East Melbourne, Victoria 3002
Telephone: 03 8683 0964
DX210098

RECEIVED

12 APR 2019

Ref: MBR038857



Ms Jude Munro AO
Chair
Victorian Planning Authority
Level 25, 35 Collins St
MELBOURNE VIC 3000

Dear Ms Munro

VICTORIAN PLANNING AUTHORITY STATEMENT OF EXPECTATIONS AND MINISTERIAL DIRECTION 2019-2022

I am pleased to provide the attached direction pursuant to section 36(1) of the *Victorian Planning Authority Act 2017*, which sets out my Statement of Expectations (SoE) for the Victorian Planning Authority.

The Statement will remain in effect for three years from the date of receipt or until otherwise amended and outlines the strategic priorities on which I expect the Authority to focus its business activities. Those activities will be reflected in the annual work program set out in the Business Plan that the Authority must prepare for my approval each year.

The goal of the Authority's activities is to translate state-wide policy for growth and jobs into clear spatial planning directions to enable the development of prosperous, liveable and sustainable communities for current and future Victorians. To that end I expect the Authority to work in close collaboration with the Department of Environment, Land, Water and Planning and in partnership with Councils, communities, government agencies and the development industry.

The key policy drivers for the Authority is the delivery of *Plan Melbourne 2017-2050*, the government's regional growth plans, and *Homes for Victorians: affordability, access and choice*. In giving spatial effect to these drivers, I look to the Authority to demonstrate leadership, innovation and outstanding professionalism in all of its activities.

I also look to the Authority to make the most of the opportunities for collaboration that are presented by my portfolio responsibilities and by the functions co-located within my department – in particular, to pursue planning outputs that support attainment of affordable housing, integrated water management and sustainability outcomes.

I expect the Authority to deliver strongly on its core role in Victoria's planning system, providing spatial urban growth planning solutions for identified areas and sites to shape and deliver programs of activity that accord with the Authority's *Strategic Plan 2017-20* and that are framed around the following eight priority program areas: Priority Precincts; Urban Renewal in Melbourne; Melbourne Growth Corridors; Regional Cities and Towns; Infrastructure Planning and Coordination; Streamlining Plan Delivery; Planning Solutions, Innovations and Partnerships; and Organisational Capability and Capacity.

An important indicator of the Authority's effectiveness in delivering on government's priority projects and its business activities will be transparent and timely reporting and I have requested that my department work closely with the Authority to establish a robust reporting framework, metrics and measures that will align with broader departmental and statutory reporting obligations and timeframes.



I look forward to receiving the Authority's draft Business Plan for 2019-20 by 31 May 2019.

If you have any further queries about this matter, please contact Ms Fiona Delahunt, Executive Director, Forward Policy and Business Strategy, of the Department of Environment, Land, Water and Planning on telephone (03) 8683 0916 or via email fiona.k.delahunt@delwp.vic.gov.au.

Yours sincerely



HON RICHARD WYNNE MP
Minister for Planning

7 / 4 / 2019

Cc: Hon Gavin Jennings MP, Minister for Priority Precincts

Encl.

Victorian Planning Authority Act 2017

Direction to the Victorian Planning Authority

I, Richard Wynne MP, Minister for Planning, give the following direction to the Victorian Planning Authority (Authority) under section 36(1) of the *Victorian Planning Authority Act 2017*.

The previous direction dated 3 September 2018 to the Authority under section 36(1) of the *Victorian Planning Authority Act 2017* is revoked.

Priorities

1. This direction provides the strategic overview of the business activities and priority program areas that form the *work program* for the Authority for the period 2019-2020 to 2021-2022. By 31 May of each calendar year, the Authority will deliver for my approval a draft annual business plan that will articulate how the Authority will deliver the business activities, priority programs and related projects.
2. The *work program* will include the following components:
 - a. this direction
 - b. the eight (8) priority program areas that underpin the role of the Authority as the Victorian Government's strategic spatial land use planning agency
 - c. projects and activities proposed to be undertaken in 2019-20 financial year to deliver the priority program areas including the implementation plan actions in *Plan Melbourne 2017-2050* and *Homes for Victorians* where the Authority is assigned as lead or as an implementation partner
 - d. any major new project, or activity aligned with the Victorian Government's strategic plans, as directed and approved by me or my delegate during the financial year.
3. The *eight priority programs* and related activities for 2019-2020 are:
 - a. *Priority Precincts*: The Authority will work with the Department of Environment, Land, Water and Planning (DELWP) and with the Department of Jobs, Precincts and Regions (DJPR) to provide spatial planning advice that supports the sustainable development and growth of priority precincts, including in relation to delivering the Suburban Rail Loop project.
 - b. *Urban renewal in Melbourne*: As a key contributor to achieving the goal of accommodating 70 per cent of Melbourne's dwelling growth in suitable locations across established suburbs, the Authority will focus on unlocking key central city precincts, planning for priority suburban employment areas (including National Employment and Innovation Clusters) and planning for strategic sites and areas that can deliver quality mixed-use, walkable communities in transit-rich locations.
 - c. *Melbourne growth corridors*: The Authority will maintain a core focus on achieving a zoned capacity of around 15 years supply of land in Melbourne's fast growing outer suburbs, through effective delivery of Precinct Structure Planning, including an enhanced focus on planning for employment lands in Melbourne's growth corridors. The Authority will continue its endeavours to coordinate and inform decisions required to deliver infrastructure and services to developing growth areas.
 - d. *Regional cities and towns*: The Authority will work with Victoria's regions to optimise diverse opportunities by providing urban growth planning solutions in designated regional cities and towns and boost the capacity of regional Councils to plan for the future of their communities.
 - e. *Infrastructure planning and coordination*: The Authority will liaise across Government and industry to provide advice and solutions aimed at ensuring that infrastructure is delivered in line with demand and is supported by infrastructure contributions plans. The Authority will consult across Government to ensure infrastructure requirements are reflected in planning frameworks and will provide Councils, Government agencies and utility providers with quality advice regarding the infrastructure implications of the Authority's planning program. The Authority will continue to play a key role in advising on the allocation of Growth Areas Infrastructure Contributions (GAIC) funds,

and will seek to negotiate GAIC works-in-kind agreements in order to promote certainty, timeliness and cost-efficiency in delivery of key State infrastructure.

- f. *Streamlining plan delivery:* The Authority will work closely with Councils, agencies and the development industry to identify and remove inefficiencies in post-plan approval processes and influence the market's ability to respond to changes in demand; this will include acquitting delivery of the *Streamlining for Growth* metropolitan initiatives, and greenfield and established areas projects funded in 2017-18 and 2018-19. The Authority will deliver the *Streamlining for Growth* regional initiative, including progressing regional projects arising from the Regional Partnership process in align with my approvals.
- g. *Planning solutions, innovation and partnerships:* The Authority will work with DELWP Planning Group to consider opportunities to improve the implementation of place-based growth planning frameworks; this will include giving effect to new infrastructure contributions plans that provide a clear sequence for growth area development and provide industry with a pipeline of urban renewal projects. Working with DELWP, the Authority will identify and trial innovations in spatial planning, that can contribute to enhanced and rigorous monitoring of development outcomes in growth areas.
- h. *Organisational Capability and Capacity:* The Authority will maintain strong governance, risk and financial management functions to ensure that programs are appropriately delivered, and to implement programs of activity that will strengthen the organisation's capacity to deliver.

Giving effect to these priorities

4. The Authority will prepare a Business Plan, pursuant to Section 44 of the *Victorian Planning Authority Act 2017*, that sets out a detailed work program to give effect to the priorities outlined in section 1 to 3 of this direction.
5. In addition to the requirements of Section 44(1)(a-d) of the Act, the Authority will work with DELWP Planning Group to establish the reporting framework to monitor, report and measure outputs and outcomes of the work program, provide transparency and accountability and meet with whole of government governance standards.
6. On my approval of the annual Business Plan, the Authority will be conferred such statutory authorisations as may be required to empower its delivery of the range of activities within its work program. Authorisations will fall into one of the following roles, dependent upon the project and activity undertaken, unless otherwise stated:

ROLE	DESCRIPTION
PLANNING AUTHORITY	Where the Victorian Planning Authority is the appointed <i>Planning Authority</i> with the mandate to lead the project and deliver outcome (including recommending a Planning Scheme amendment to the Minister) in partnership with the relevant Council(s) and government agencies.
PROVIDER	Where the local Council or Minister is the <i>Planning Authority</i> and the Victorian Planning Authority has the lead role to prepare a plan or other report, working in partnership with the relevant Council(s) and government agencies, which the Victorian Planning Authority then submits to the <i>Planning Authority</i> for progress through the statutory process.
ADVISOR	Provide advice, finance and technical advice and support in relation to a plan being prepared by a Council or government agency. The Victorian Planning Authority advises and influences, but does not determine the content.
FACILITATOR	Victorian Planning Authority assists a Council or government agency with their work, providing a grant or general advice about how planning policies need to be considered. May involve participation in a Steering Committee or Project Group.

7. Notwithstanding, the requirement to submit an annual work program I have authorised the Authority to be *planning authority* to prepare amendments pursuant to section 9 of the *Planning and Environment Act 1987* within growth areas and in other designated areas.

8. I have also authorised the Authority to be *planning authority* to prepare amendments in relation to projects/areas so designated. The projects/areas to which this authorisation applies is specified within the annual work program. This authorisation only operates in respect of amendments that implement a Structure Plan, and Infrastructure Contributions Plan or a Development Contributions Plan, and in preparing the amendment the Authority must consult with:
- a. the Minister for Planning
 - b. the relevant Council
 - c. the Department of Environment, Land, Water and Planning and
 - d. any other public sector body if the amendment is likely to significantly affect the functions of the public sector body.
9. I issued *Ministerial Direction No. 18 (Victorian Planning Authority Advice on Planning Scheme Amendments)* on 28 January 2018 to provide greater certainty about the Authority's role when it is **not** the *planning authority* but is providing advice and/or preparing documentation for councils. The Ministerial Direction is a strong reflection of the Authority's status as the Victorian Government's strategic spatial planning agency, and of the Authority's commitment to working with councils across the state to drive spatial planning solutions.
10. I have approved the Authority to provide advice and assistance to councils and public sector bodies under section 8(3) of the *Victorian Planning Authority Act 2017*. I also approve, under section 33(1) of the *Victorian Planning Authority Act 2017*, that the Authority may request certain information from councils by written notice in relation to all projects designated in this direction.
11. I have authorised the Authority to act as responsible authority in respect of:
- Specified planning permit decisions in East Werribee Employment Precinct
 - Collection of section 173 funds in specified situations for land within the Fishermans Bend Urban Renewal Area



HON RICHARD WYNNE MP
Minister for Planning

7 / 4 / 2019

Attachment B – Minister for Priority Precincts' Direction to the VPA

Victorian Planning Authority Act 2017

Direction to the Victorian Planning Authority

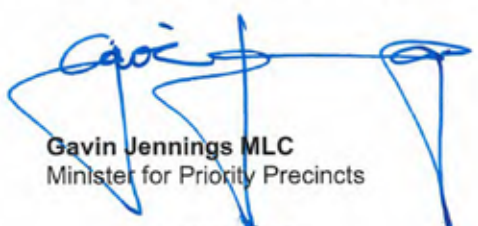
I, Gavin Jennings MLC, Minister for Priority Precincts, give the following direction to the Victorian Planning Authority (VPA) under section 36(1) of the *Victorian Planning Authority Act 2017*.

Priorities

1. This direction provides the strategic overview of the business activities for the VPA for the period 2019-2020 and 2020-21 inclusive in relation to projects to be undertaken within the VPA's work program as outlined to the VPA in the Minister for Planning's Direction of 7 April 2019.
2. By 31 May 2019, the VPA is to have agreed with me in principle the proposed business activities, priority programs and related projects for the VPA to include these projects as agreed in the VPA's proposed annual work program.
3. The VPA will include that work program in the draft Business Plan which it is required to submit annually to the Minister for Planning by 31 May 2019, for his consideration and approval.
4. The VPA is to provide spatial planning advice and metrics, visions and scenario modelling as requested for Victoria's priority precincts, initially including but not limited to:
 - a. Sunshine
 - b. Arden
 - c. Fishermans Bend
 - d. Parkville (including Melbourne Biomedical Precinct)
 - e. Richmond to Docklands
 - f. Suburban Rail Loop precinct development
 - g. National Employment and Innovation Clusters
5. The work program undertaken in response to this direction will include the following components:
 - a. Projects and activities proposed to be undertaken in the 2019-20 financial year as outlined in this direction.
 - b. Any new designated priority precinct or project as directed and approved by me or my delegate during the financial year.
6. The work program will be undertaken subject to the necessary funding arrangements and service level agreement facilitated through my department with the VPA.

Giving effect to these priorities

The VPA will work with the Department of Jobs, Precincts and Regions to establish the reporting framework to monitor, report and measure outputs and outcomes of the work program, provide transparency and accountability and meet with whole of government governance standards.



Gavin Jennings MLC
Minister for Priority Precincts

23 MAY 2019

Victorian Planning Authority

Level 25, 35 Collins Street
Melbourne Victoria 3000

Telephone: 03 9651 9600
Facsimile: 03 9651 9623

www.vpa.vic.gov.au

