

Victorian Planning Authority

BUSINESS PLAN

2020/2021



Victorian Planning Authority



Aboriginal acknowledgement

The Victorian Planning Authority proudly acknowledges Victoria's Aboriginal community and their rich culture and pays respect to their Elders past and present.

We acknowledge Aboriginal people as Australia's first peoples and as the Traditional Owners and custodians of the land and water on which we rely. We recognise and value the ongoing contribution of Aboriginal people and communities to Victorian life and how this enriches us. We embrace the spirit of reconciliation, working towards the equality of outcomes and ensuring an equal voice.

Chair and Chief Executive Officer

Foreword



The VPA, along with all other key government and private sector institutions in Victoria, is supporting the communities and economy of the State to respond to enormous challenges in 2020/2021.

The COVID-19 pandemic has had a seismic impact on every aspect of life and the property market and development industry – and the ramifications will continue to unfold for years to come.

Within weeks of the State Government re-positioning to respond to the crisis it identified the development and construction industries as key to stimulating the Victorian economy in the next financial year. At the same time the VPA and key leadership figures from our organisation were identified as being able to play a key role in aligning government policies and priorities for the recovery with industry action because of our unique working relationship with the sector.

In May 2020 the Board formalised the change of direction by approving, with support of our Minister and the Treasurer, a re-prioritised work program to deliver for Victoria's economic recovery. The Fast Track Program, comprising well-advanced projects that were already on the VPA's work program, is the VPA's immediate priority in getting the industry back to work. Over the course of 2020/21, we will resource and prioritise workload to deliver the Fast Track Program on time and within budget.

Other projects on the work program will continue as normal while some will be paused or discontinued to make sure our finite organisational resources are best utilised.

This enhanced role for the VPA speaks to the government's confidence in us to mobilise quickly to deliver permit-ready land for investment and growth. We value our relationships and will work with our developer, councils and government agency partners to deliver planning solutions that will benefit the Victorian community and our stakeholders.

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.

2020/21 is the final year of our current Strategic Plan, and we will continue to deliver on our strategic priorities – albeit with a sharpened focus on economic stimulus as we move out of the pandemic. We will develop our new Strategic Plan over the course of this year, with a particular focus on our impact, remit, resourcing and relationships as a key contributor to Victoria's economic recovery.

We are proud to say that the VPA has demonstrated in the period since the onset of COVID-19 that it is agile, flexible and more than ready to accept the challenges presented by this unprecedented environment to help our state recover.

We do not underestimate the challenge for our workforce in delivering in these circumstances, and supporting the well-being and performance of the VPA team is an essential enabler to our continued delivery. In addition to working remotely, our team is adapting to new ways of engaging our stakeholders and precinct communities remotely and adopting new tools and processes to ensure our work can continue.

Delivering our Business Plan under these circumstances requires adaptability and innovation, and the VPA is stepping up to that challenge.

Looking beyond our immediate circumstances we also see this period as an opportunity to advocate for new strategic priorities to shape great urban places across Victoria. In 2020/21 we will be doing a lot of work to build our future impact and work pipeline. This includes identifying a prioritised and criteria-driven program of high-impact planning projects in established Melbourne, regional cities and peri-urban towns, aligned to the city-shaping agendas of Government and supported by efficient and replicable processes and clear planning guidelines. We will also be working to support improved operating models for the State Government to support infrastructure coordination and funding for urban growth areas, aiming to create lasting benefits for government, industry and the community.

Our 2020/2021 Business Plan is a clear statement of what the VPA will do to deliver economic stimulus in the short term, while also positioning the VPA to help build the State's economic recovery over the coming years.

Jude Munro AO
Chair

Stuart Moseley
Chief Executive Officer

Contents

Aboriginal acknowledgement	ii
Chair and Chief Executive Officer Foreword	iii
Delivering for Victoria's economic recovery A refocused mission for urban growth across Victoria	1
Innovation and economic stimulus	1
Authorising environment	2
Organisation	4
From strategy to delivery Our work program for 2020/21	5
VPA Project List for 2020/21	5
Other VPA projects for 2020/21	7
Resources	16
Overall	16
Staff complement 2020/21	17
Budget 2020/21 to 2023/24	18
Key performance measures for 2020/21	20
Attachment A – Minister for Planning's Direction to the VPA	22

© State of Victoria, Victorian Planning Authority, February 2021.



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.

Delivering for Victoria's economic recovery

A refocused mission for urban growth across Victoria

INNOVATION AND ECONOMIC STIMULUS

Our track record in the speedy delivery of land for jobs and homes puts the VPA in a unique position to help deliver for Victoria's economic recovery in a post-coronavirus (COVID-19) world.

Across Victoria, we are planning for sustainable new communities that are:

- **Doing density better** – making sure we have a mix of quality designed housing options
- **Supporting suburban jobs growth** – enabling more jobs closer to where people live
- **Better coordinating infrastructure and development** – working to ensure that communities get the services they need when they need them
- **Unlocking the potential of our regions** – to help make it possible for more people to live and work in our regional cities and towns.

Through this Business Plan, our focus will be on continuing to support Victoria's economy by accelerating and prioritising delivery of leading-quality plans for designated growth areas. We aim to deliver plans that enable the development of prosperous, sustainable and liveable communities.

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

- **Priority precincts**
- **Urban renewal in Melbourne**
- **Melbourne growth corridors**
- **Regional cities and towns**
- **Infrastructure planning and coordination**
- **Streamlining plan delivery**
- **Planning solutions, innovation and partnerships**
- **Organisational capability and capacity**

Under our Fast Track Program we have identified projects that are on our existing work program and that have advanced to a point where they have potential to be delivered earlier, or with enhanced impact, or both.

The Minister for Planning has asked us to prioritise these projects for delivery as early as we can.

Beyond this, COVID-19 and its impacts prompt further consideration of what future communities will look like and how the VPA will plan for growing suburbs and cities and support economic recovery post-COVID.

The VPA anticipates that the 20-minute neighbourhood framework and the principle of living locally will receive greater support post COVID-19 as the importance of people being able to access what they need close to where they live will be heightened.

Potential innovation includes changes in urban form, i.e. variations to the standard distribution and composition of elements such as open space, the movement network and activity centres to address issues raised due to COVID-19.

However, it is simply too early to predict exactly what these impacts will be and where and for how long they will be felt. In the short term, the VPA is focusing on doubling down on delivery and ensuring our plans get the fundamentals right and keep the innovation options open.

Victoria is committed to harnessing the opportunities of the prosperous growth we have been experiencing. We accept that we are a very desirable place to live and want to keep it that way. History is littered with examples of cities that have expanded quickly with poorly planned and badly built outcomes. The consequences of those decisions can live with cities for decades.

Victoria is charting its own course based on world's leading practice in planning. The VPA is making sure we create great places for the Victorian communities of today and tomorrow.

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 urban 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 22 June 2020, to the Minister for Transport Infrastructure, Minister for Suburban Rail Loop and Minister for Business 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 for Planning on 7 April 2019 and sets program-level priorities for the three years 2019/20–2021/22. Annual project responsibilities are approved each year by the Minister for Planning via the annual Business Plan and budget.

The Minister for Transport Infrastructure, Minister for Suburban Rail Loop and Minister for Business Precincts can also direct the VPA to undertake work pursuant to Section 36(1) of the *Victorian Planning Authority Act 2017* in so far as this section relates to seeking advice in relation to their precinct-related powers and functions.

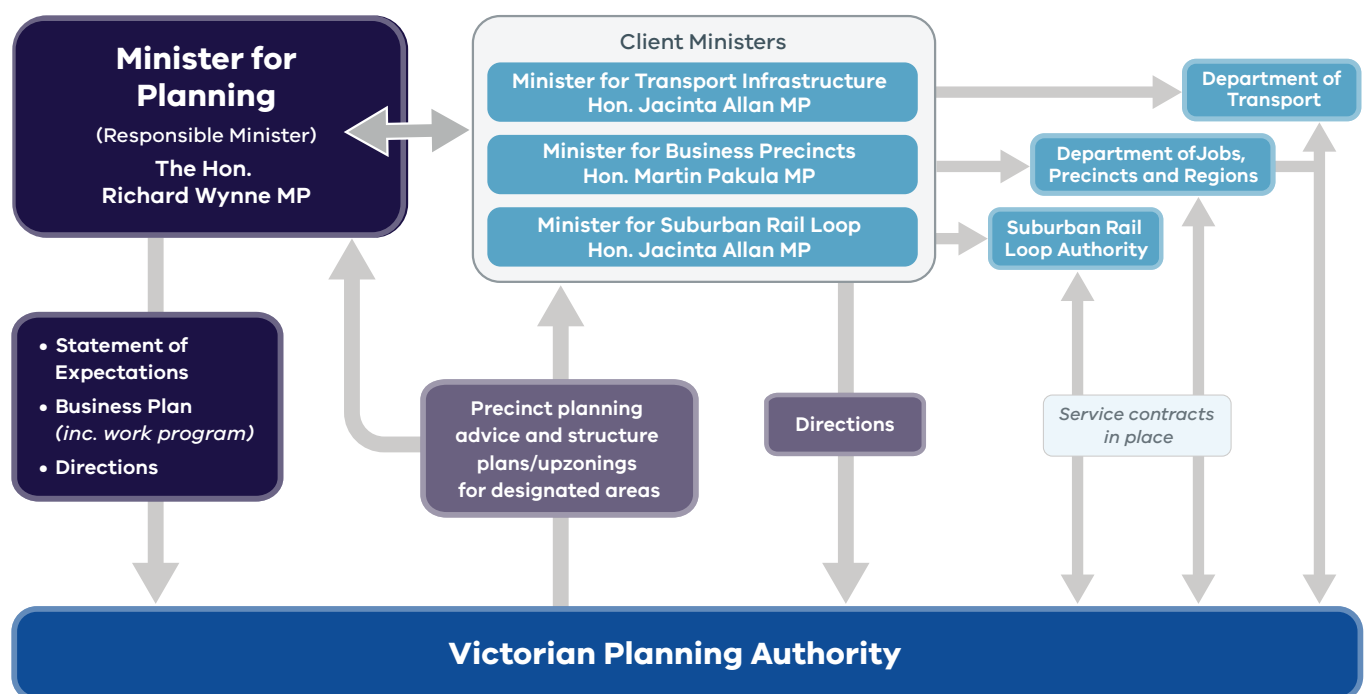


Figure 1: Authorising environment

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.



Figure 2: Role of the VPA

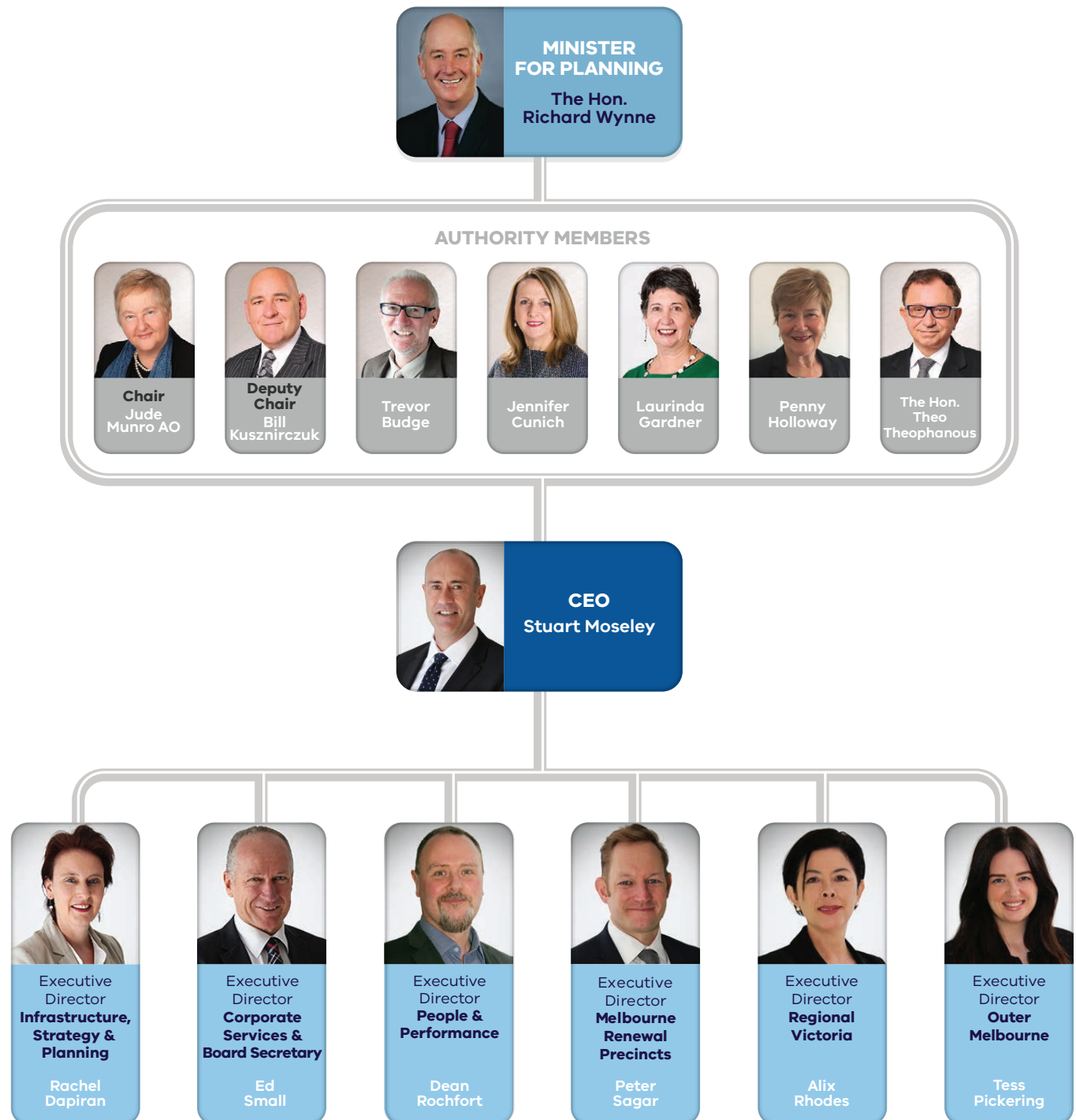
The VPA is also empowered by Ministerial Direction No 18 (Victorian Planning Authority Advice on Planning Scheme Amendments), issued by the Minister for Planning on 28 January 2018. This direction requires councils to have regard to the advice of the VPA in situations where the VPA is authorised to act 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 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.



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.



Effective as of 26 October 2020

Figure 3: Organisation structure

From strategy to delivery

Our work program for 2020/21

VPA PROJECT LIST FOR 2020/21

To give effect to the Minister's *Statement of Expectations* for the period 2019/20 to 2021/22 and to deliver for Victoria's economic recovery, the VPA has prepared a listing of projects which it will be undertaking in 2020/21. The project list is set out below.

Our project priorities for this year centre on delivering priority projects, supporting our people to deliver in a COVID-impacted world, and defining our future work pipeline to support economic recovery and improved outcomes post-COVID.

In order to assist in delivering on these priorities, the VPA has focused on resourcing our Fast Track Program, which has necessitated a re-prioritisation to deliver these projects as quickly as possible.

Fast Track projects

As part of the Victorian Government's response to the COVID-19 crisis, the VPA – in partnership with DELWP – is undertaking an accelerated work program to unlock approximately \$17B* in estimated economic value by mid 2021.

The VPA will unlock this economic benefit by progressing projects through the planning and development pipeline to permit and shovel ready stages.

This figure is based on fast tracking 18 planning and infrastructure projects (11 of which are mission critical) to unlock around 86,000 homes and 95,000 jobs across Victoria.

The VPA is on track to deliver three projects by the end of 2020, another six by mid-2021, and the bulk of the remainder by the end of 2021. This is months and in some cases years earlier than originally planned.

This program will provide certainty for communities, a pipeline of development for industry and future jobs and homes for Victorians.

To be eligible for fast-tracking, projects met the following criteria:

- were already on our work program;
- were well advanced and capable of completion within a 6-12 month timeframe;
- will deliver strategically planned land to the market (i.e. rezoned) or in some scenarios development-ready land (rezoned and permit-approved);
- are able to be delivered earlier, or with greater reach/impact, or both.

When a project is on the Fast Track this means it will:

- receive additional resources, effort and priority from the VPA and across government in order to create a complete well designed community, and/or
- have access to a streamlined pathway with tailored engagement processes and the opportunity to utilise the newly appointed VPA Projects Standing Advisory Committee (SAC) (where appropriate).

The Government has committed \$7.5m in additional funding to ensure that the VPA can appropriately resource this program. There is now an expedited decision pathway in place through the SAC and the VPA has established strong inter-agency collaboration to support delivery.

Being on the Fast Track program does not imply pre-approval of any particular development outcome, nor does it take away the statutory discretions of the VPA Board or the Minister for Planning.

The Chair of the VPA is updating the Minister for Planning and the Treasurer monthly on progress in delivering Fast Track projects.

* The framework for quantifying the economic value of dwellings relies on high level assumptions about the land and development market based on house price change of \$130,000 for Greenfields and regional areas and \$280,000 for urban renewal areas (note this is based on assumptions from previous work completed for the VPA by EY in 2019). The employment economic value is based on the GDP per worker for Melbourne at \$75,000.

Streamlining for Growth projects

At the same time, we have maintained a focus on progressing projects funded through the successful Streamlining for Growth program.

The 2020/21 Streamlining for Growth program has had an emphasis on supporting post-COVID-19 economic and bushfire recovery, unlocking development in activity centres and along transport corridors and, supporting projects that assist in pro-actively determining a pipeline of future strategic planning projects for VPA and/ or councils to deliver, that also facilitate consistent approaches and planning controls for like areas.

The program is another part of the VPA's work to support faster approvals, planning process improvements and strategic work that will generate economic activity and more jobs and homes for Victoria as we recover from COVID 19.

The VPA will undertake 43 Streamlining for Growth projects during 2020/21, including 22 grants to Councils across Victoria to support them in planning for sustainable urban growth.

Affordable by Supply projects

The VPA has also been provided with additional funding to help it progress PSPs and other planning tools to enable unlocking of dwelling supply and economic activity in Melbourne's growth corridors and in the regions.

This funding is intended to support the work of the VPA pending a transition to greater reliance on cost recovery (which will require legislative change).

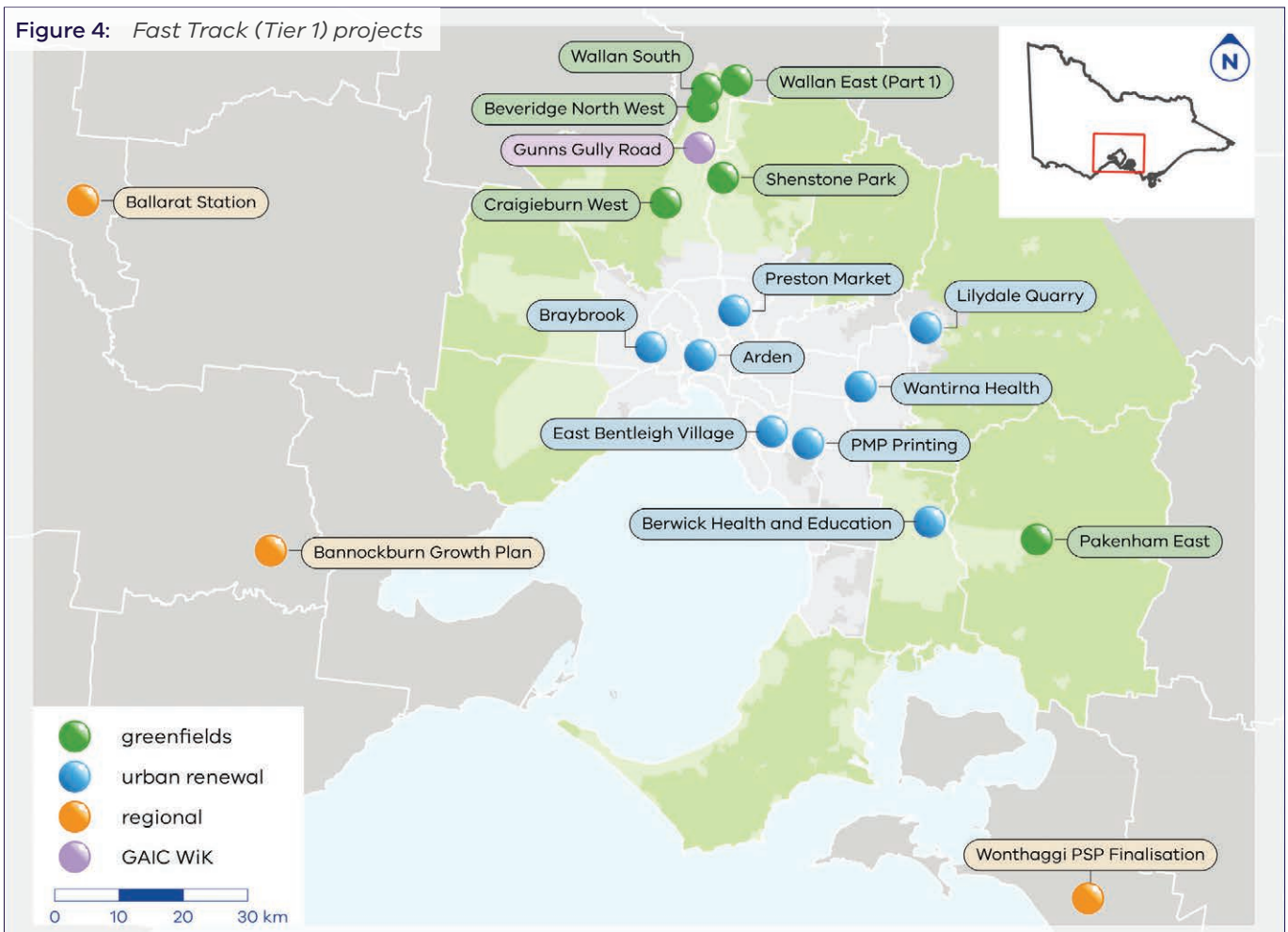
Our program and reporting

The VPA will deliver on the 2020/21 program 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 recommended changes to scope or timing and any deletions or additions that may be required through the course of the year.

VPA list of Fast Track (Tier 1) projects for 2020/21

Project Number	Name	VPA Role	VPA Program
7003	Berwick Health and Education	Authority	Urban Renewal
6010	Lilydale Quarry Planning Scheme Amendment	Advisor	Urban Renewal
6002	PMP Printing CDP and Planning Scheme Controls	Advisor	Urban Renewal
5006	Preston Market Structure Plan and Planning Scheme Amendment	Authority	Urban Renewal
590	Beveridge North West PSP and ICP	Authority	Growth Corridors
680	Craigieburn West PSP and ICP	Authority	Growth Corridors
2100	Pakenham East PSP and ICP	Authority	Growth Corridors
691	Shenstone Park PSP and ICP	Authority	Growth Corridors
2012	Wallan East Part 1 PSP and ICP	Authority	Growth Corridors
2011	Wallan South PSP and ICP	Authority	Growth Corridors
8101	Wonthaggi PSP and DCP Finalisation	Provider	Regional Cities
3003	Arden Structure Plan and Planning Scheme Amendment	Authority	Urban Renewal
4012	Braybrook Structure Plan and Planning Scheme Amendment	Provider	Urban Renewal
8803	East Bentleigh Village CDP and Planning Scheme Amendment	Advisor	Urban Renewal
1291	Ballarat Station Precinct - South Side Masterplan	Provider	Regional Cities
1441	Bannockburn Growth Plan	Authority	Regional Cities
6007	Wantirna Health Precinct Masterplan & Planning Scheme Amendment	Provider	Urban Renewal
821	Gunns Gully Road GAIC Works-in-Kind Agreement	Provider	Infrastructure

Figure 4: Fast Track (Tier 1) projects



OTHER VPA PROJECTS FOR 2020/21

While the VPA's resources for 2020/21 are prioritised to Fast Track projects, and therefore our ability to add new projects is very limited, we will continue to progress projects to support each of the eight program areas specified by the Minister for Planning.

These projects are listed in the work program, and the revised completion date for each of these projects will be dependent upon their relative priority and in the extent of the remaining VPA capability once the Fast Track projects requirements have been fully resourced.

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 2020/21 program are continuing from the 2019/20 program. The list also includes a limited number of new projects which are shown as "Commencing" or "Pre-Commencement" 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. Projects are funded from different funding sources, this is displayed in the tables.

Project Prioritisation

Tier 1	Fast Track Program – Refer to Page 6 of the Business Plan – top priority for VPA resources and attention.
Tier 2	Currently an active project or is expected to commence / be active in 2020/21 financial year subject to resource availability.
Tier 3	watch/defer – currently not a significantly active project and will be kept under review for possible reactivation in 2021/22 until 2021/22.
Services	deliverables that are ongoing obligations, usually either statutory or organisational support requirements.

Project Commencement Status

Continuing

Projects which have been listed on previous Business Plans and are current active projects.

Commencing

Projects which are expected to commence / be active and can be substantively resourced in 2020/21 financial year

Pre-Commencement

Currently not a significantly active project but provision has been made for preliminary discussions, negotiations, scoping work or watching brief preparatory to bringing the project on program in a future year (pending future decision-making processes).

Primary Funding Sources

Refer to Page 16 of the Business Plan for a detailed description of our funding model and how we have allocated funding from our six funding sources:

V	VPA Base Appropriation/Core Funding (an ongoing funding source)
G	Government Fee for Service Commissions (project-specific)
L	Landowner Contributions (project-specific)
F	Fast Track Acceleration Appropriation (single year, lapsed program)
A	Affordable by Supply Appropriation (supports VPA transition to cost recovery, lapses 2020/21)
S	Streamlining for Growth Appropriation (lapses 2020/21)
STF	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. Where Subject to Funding is in conjunction with another funding source, that is where we anticipate that the other funding will be sourced.)

Alternative PSP Delivery Model

The VPA is also proposing a Partnered Delivery Pilot to test alternate PSP delivery pathways. The pilot model, which is currently being defined, will seek to utilise Third Party contributions and the Affordable by Supply fund to draw from external consultant resources to project manage and coordinate PSP content preparation. An internal VPA team will continue to provide management oversight and ensure a whole of government approach and VPA standard is adhered to throughout the process, maintaining VPA's role and reputation. The model draws from pathways implemented in WA and NSW, and will be tested on some projects in the Growth Corridors program. Five projects in the Melbourne Growth Corridors have been selected to be part of the pilot program.

Melbourne Growth Corridors Projects for 2020/21 (in addition to Fast Track projects)

									PRIMARY SOURCE OF FUNDING						
No	Project	Tier	Sub-program	Continuing/ Commencing	VPA Role	Municipality	Lots	Jobs	V	G	L	F	A	S	STF
2750	Beveridge Central Supplementary ICP	2	Uncoupled ICP	Continuing	Authority	Mitchell Shire Council	3,400	270			X			X	
2730	Minta Farm Supplementary ICP	2	Uncoupled ICP	Continuing	Authority	Casey City Council	3,049	11,431					X	X	
2740	Sunbury South and Lancefield Road Supplementary ICP	2	Uncoupled ICP	Continuing	Authority	Hume City Council	19,400	6,215					X	X	
8328	PSP 2.0	2	PSP Reform	Continuing	Authority	Growth Area Councils	0	0						X	
2220	Officer South Employment PSP & ICP	2	50K	Continuing	Authority	Cardinia Shire Council	2,200	20,800			X				X
6	Pakenham South Employment PSP & ICP	3	50K	Continuing	Advisor	Cardinia Shire Council	0	3,089			X				
651	Merrifield North PSP & ICP*	3	50K	Pre-Commencement	Authority	Mitchell Shire Council, Hume City Council	0	13,832			X			X	X
230	Greenvale North Part 2 (site specific rezoning)*	3	New	Pre-Commencement	Authority	Hume City Council	310	0			X				X
2210	Croskell PSP & ICP*	3	50K	Pre-Commencement	Authority	Casey City Council	1,979	2,851			X				X
2200	Casey Fields South PSP & ICP	3	50K	Pre-Commencement	Authority	Casey City Council	0	4,378			X				X
580	Devon Meadows PSP & ICP	3	New	Pre-Commencement	Authority	Casey City Council	3,137	993			X				X
550	Cardinia Creek South Part 2 PSP & ICP*	3	New	Pre-Commencement	Authority	Casey City Council	1,128	113			X				X
560	Clyde South PSP & ICP	3	New	Pre-Commencement	Authority	Casey City Council	13,190	5,469			X				X
802	Kororoit Part 2 PSP & ICP*	3	50K	Pre-Commencement	Authority	Melton City Council	562	60			X				X
2080	Werribee Junction PSP & ICP	3	50K	Pre-Commencement	Authority	Wyndham City Council	0	9,139			X				X
880	Oakbank PSP & ICP	3	New	Pre-Commencement	Advisor	Wyndham City Council	13,718	3,429			X				X
760	Melton East PSP & ICP	3	New	Pre-Commencement	Authority	Melton City Council	12,895	3,868			X				X
1081	Rockbank South PSP & ICP	3	New	Pre-Commencement	Authority	Melton City Council	9,138	2,384			X				X

* **Partnered Delivery Pilot**

- Greenvale North Part 2
- Kororoit Creek Part 2
- Cardinia Creek South Part 2
- Croskell PSP
- Merrifield North (Unlocking).

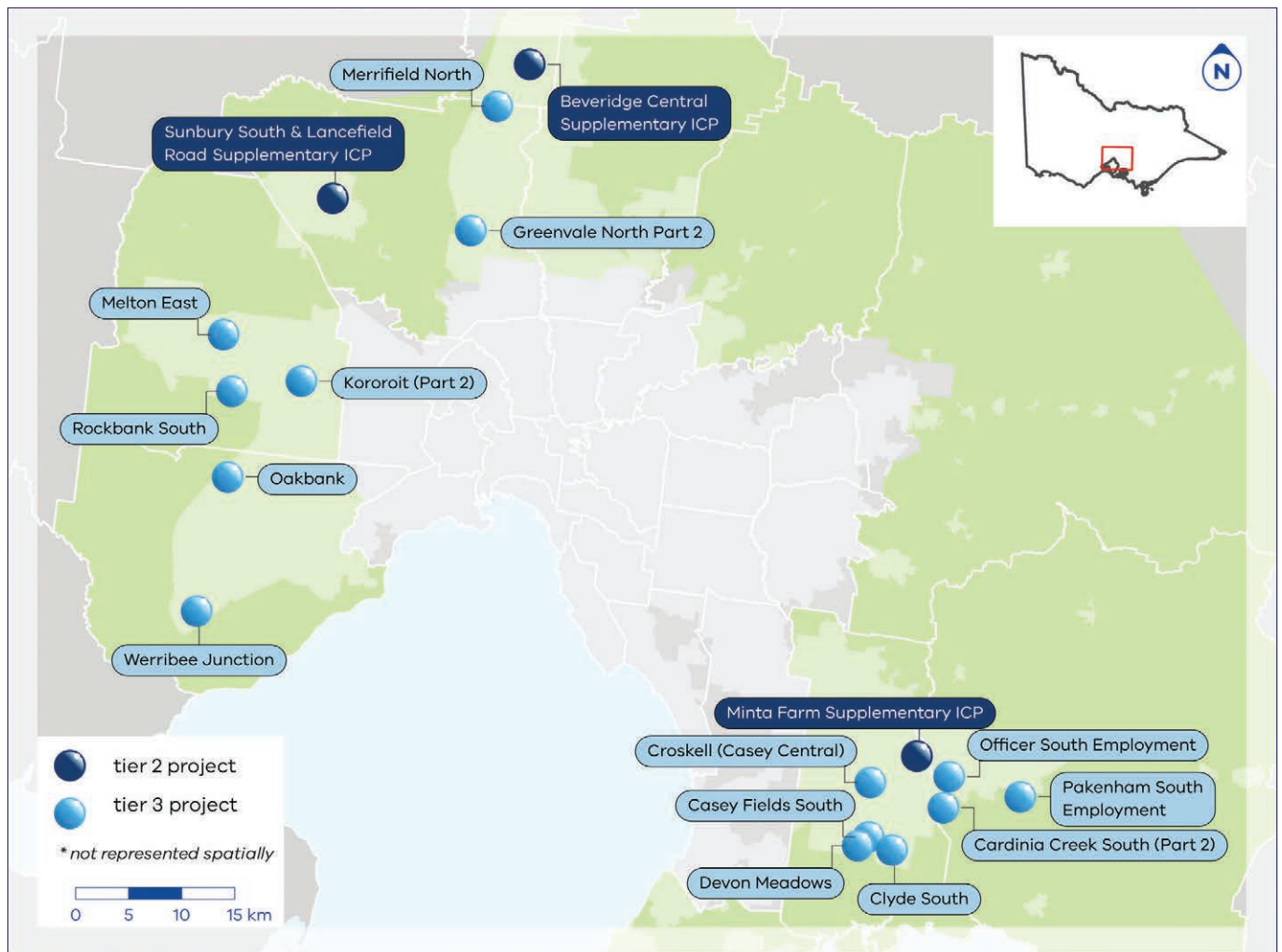


Figure 5: Melbourne Growth Corridors Projects



Melbourne Urban Renewal and Priority Precincts Projects for 2020/21 (in addition to Fast Track projects)

No	Project	Tier	Sub-program	Continuing/ Commencing	VPA Role	Municipality	Lots	Jobs	PRIMARY SOURCE OF FUNDING						
									V	G	L	F	A	S	STF
4010	Suburban Rail Loop Precinct Development Modelling & Advice	2	Priority Precincts	Continuing	Provider	Multiple LGAs	TBD	TBD	X						
1070	Jacksons Hill Structure Plan & Planning Scheme Amendment	2	Urban Renewal	Continuing	Authority	Hume City Council	200	280					X	X	
3013	Cremorne Place Implementation Plan	2	Urban Renewal	Continuing	Provider	Yarra City Council	2,000	22,400						X	
4007	Moonee Ponds Creek	2	Urban Renewal	Continuing	Advisor	Melbourne City Council	0	0	X						
7001	Caulfield Station PSP	3	Urban Renewal	Continuing	Advisor	Glen Eira City Council	3,000	4,500						X	
TBD	Change area structure planning – Footscray – to be determined	3	Priority Precincts	Pre-Commencement	TBD	Maribyrnong City Council	TBD	TBD	X						X
TBD	Change area structure planning – Sunshine – to be determined	3	Priority Precincts	Pre-Commencement	TBD	Brimbank City Council	TBD	TBD	X						X
TBD	Change area structure planning – Suburban Rail Loop/Transport and Business Precincts – to be determined	3	Priority Precincts	Pre-Commencement	TBD	Multiple LGAs	TBD	TBD	X						X
TBD	Change area structure planning – NEICs, MACs and MICLUP – to be determined	3	Urban Renewal	Commencing	TBD	Multiple LGAs	TBD	TBD	X						X
4004	Maribyrnong Defence Site Vision and Structure Plan	3	Urban Renewal	Continuing	Provider	Maribyrnong City Council	6,000	2,500	X						X
3020	Waterfront Place and Station Pier Precinct Principles	3	Urban Renewal	Continuing	Advisor	Port Phillip City Council	800	1,870						X	X
7005	Sandown Racecourse Structure Plan & Planning Scheme Amendment	3	Urban Renewal	Continuing	Advisor	Greater Dandenong City Council	7,500	800						X	
TBD	Brooklyn-Tottenham Framework Plan	3	Urban Renewal	Pre-Commencement	TBD	Brimbank City Council, Hobsons Bay City Council, Maribyrnong City Council	TBD	TBD	X						X

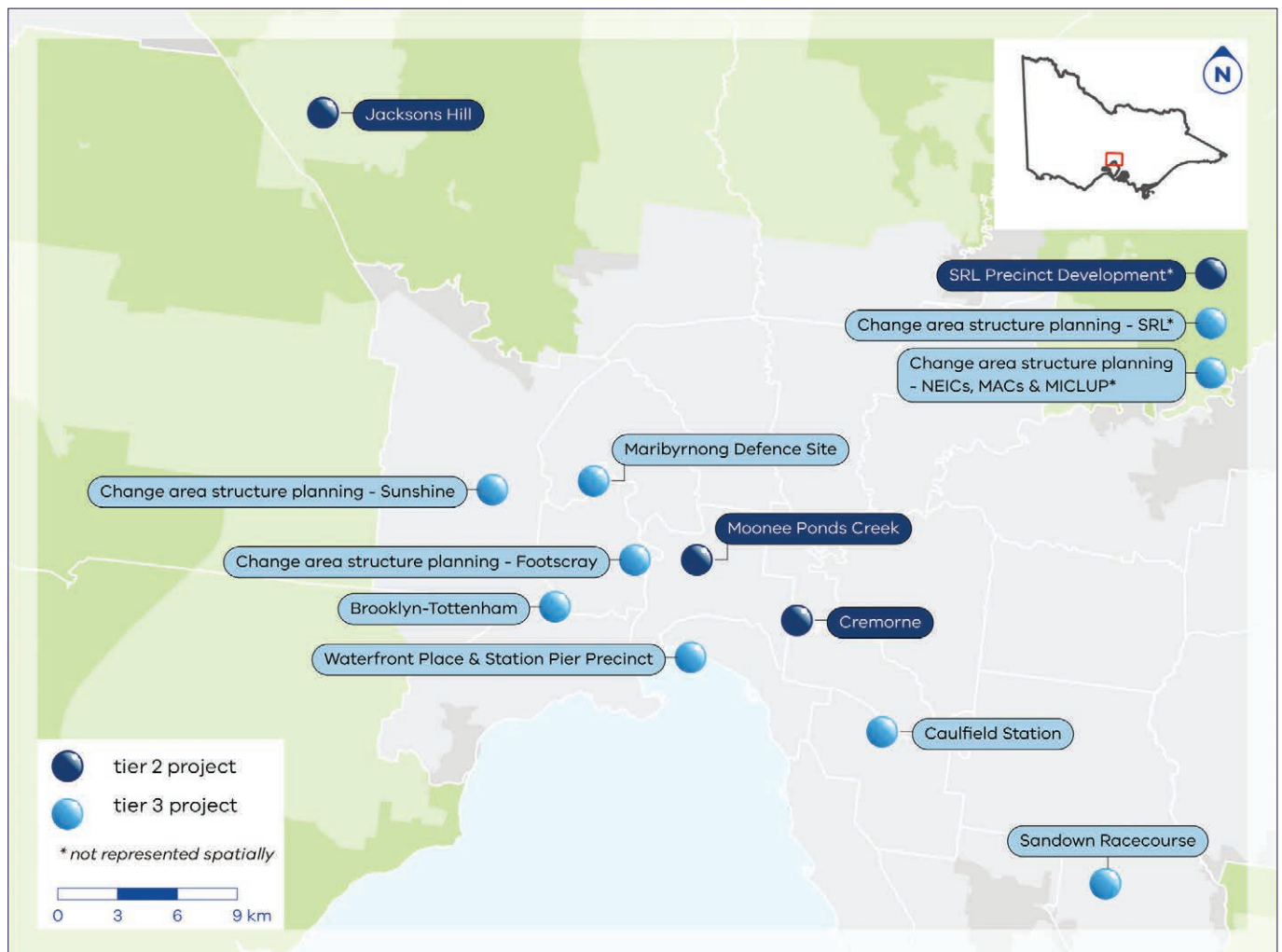


Figure 6: Melbourne Urban Renewal and Priority Precincts Projects



Regional Cities and Towns Projects for 2020/21 (in addition to Fast Track projects)

								PRIMARY SOURCE OF FUNDING							
No	Project	Tier	Continuing/ Commencing	VPA Role	Municipality	Lots	Jobs	V	G	L	F	A	S	STF	
1270	Merrimu PSP	2	Continuing	Authority	Moorabool Shire Council	7,200	1,800			X					
1440	Parwan Station PSP	2	Continuing	Authority	Moorabool Shire Council	3,200	900			X					
8027	Parwan Employment Precinct Development Plan	2	Continuing	Authority	Moorabool Shire Council	0	1,500			X					
1021	Shepparton South East	2	Continuing	Authority	Greater Shepparton City Council	2,500	220					X			
1430	Great Ocean Road development planning – key worker housing	2	Continuing	Advisor	Multiple Regional Councils	2,000	900						X		
1363	Mildura Riverfront Precinct	2	Continuing	Provider	Mildura Rural City Council	150	175			X			X		
1350	Bendigo West Action Plan	2	Continuing	Provider	Greater Bendigo City Council	6,500	5,000						X		
1444	Sebastopol Revitalisation Action Plan	2	Continuing	Provider/ Advisor	Ballarat City Council	0	300		X						
8102	Tallangatta township structure plan	2	Continuing	Provider	Towong Shire Council	400	100		X				X		
8074	Greater Bendigo Industrial Land Strategy	3	Continuing	Advisor	Greater Bendigo City Council	0	3,500						X		
8046	East of Aberline PSP/DCP	3	Continuing	Authority	Warrnambool City Council	1,500	380			X		X			
1362	Geelong Biodiversity Conservation Strategy	3	Continuing	Advisor	Greater Geelong City Council	0	0						X		
8071	South East Traralgon PSP/DCP	3	Continuing	Provider	Latrobe City Council	1,500	0						X		
8036	Horsham South (Year 2)	3	Continuing	Facilitator	Horsham Rural City Council	1,000	250						X		
1331	Transforming Wonthaggi	3	Continuing	Advisor	Bass Coast Shire Council	TBD	TBD						X		
8057	Geelong Growth Areas Transport Infrastructure Strategy	3	Continuing	Advisor	Greater Geelong City Council	50,000	12,500						X		
8092	Stawell - 2030 Structural Plan	3	Continuing	Advisor	Northern Grampians Shire Council	TBD	TBD						X		
1420	Creamery Road PSP/DCP	3	Continuing	Advisor	Greater Geelong City Council	4,000	500							X	
1410	Elcho Road PSP/DCP	3	Continuing	Advisor	Greater Geelong City Council	4,162	750							X	
8064	Mortlake Industrial Strategy	3	Continuing	Advisor	Moyne Shire Council	0	200						X		
8090	Bright Township Western Gateway PSP	3	Continuing	Advisor	Alpine Shire Council	500	400						X		
8055	Benalla Urban Growth Strategy Plan	3	Commencing	Provider	Benalla Rural City Council	2,000	500						X		
1364	Bannockburn South East PSP	2	Continuing	Authority	Golden Plains Shire Council	3,500	2,500				X	X			
8108	Forward Regional Victoria Strategic Pipeline & Metrics	2	Commencing	N/A	Multiple LGAs	TBD	TBD						X		

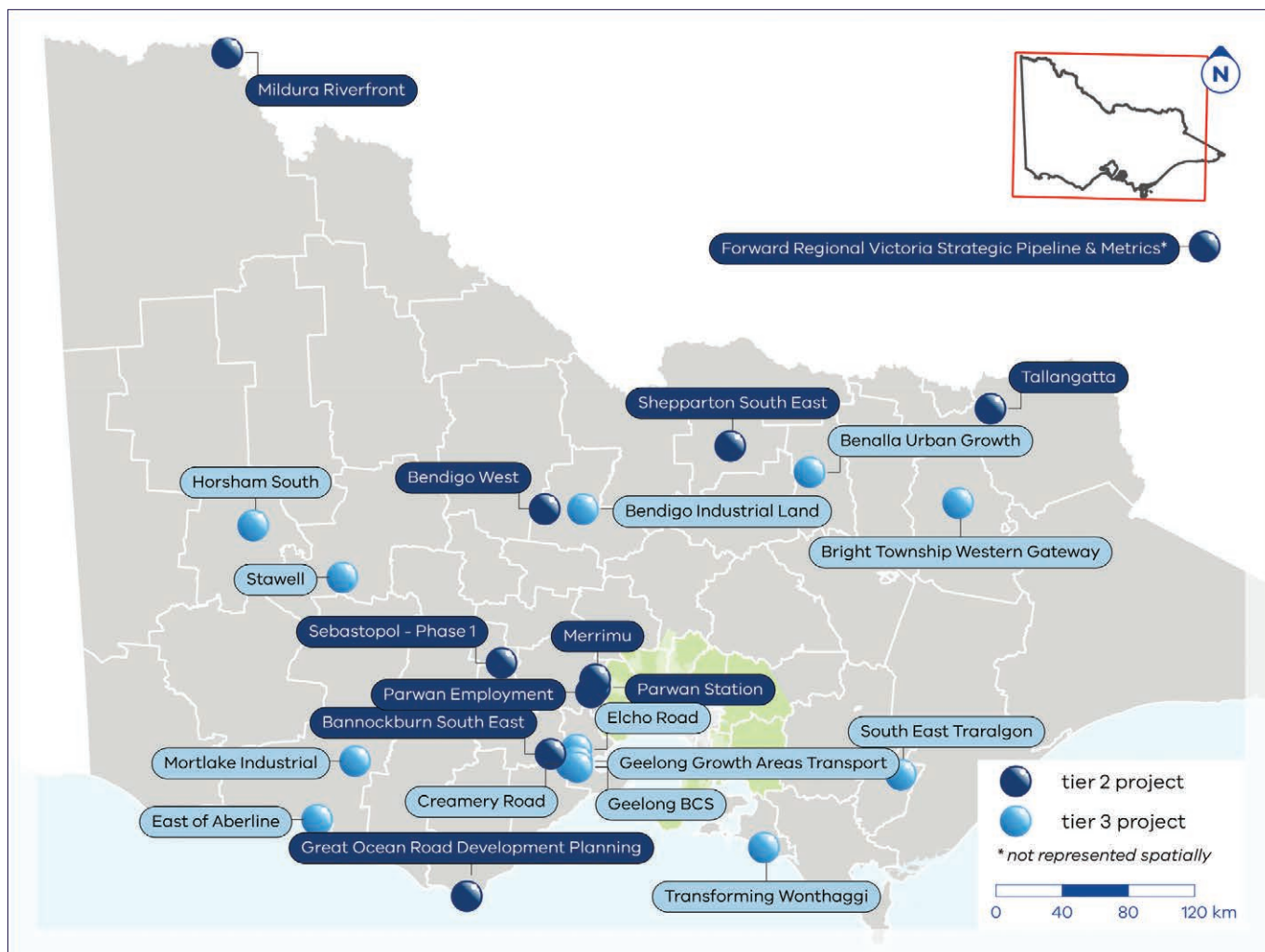


Figure 7: Regional Cities and Towns Projects



Infrastructure, Planning and Coordination 2020/21 Project List

				PRIMARY SOURCE OF FUNDING						
No	Project	Tier	Continuing/ Commencing	V	G	L	F	A	S	STF
9524	Northern Corridor Transport Pilot	2	Continuing	X				X		
8111	New Infrastructure charging Regime / Reform	2	Commencing						X	
9109	ICP Implementation - Urban Renewal – Advice to Support DELWP	2	Continuing						X	
9110	ICP Implementation – Regional – Leadership & Advice	2	Continuing						X	
9618	ICP – Greenfields – Advice to Support DELWP	2	Continuing	X						
TBD	GAIC SPA Online Applications System	2	Commencing						X	
9637	IWM Coordination Project	Service	Continuing	X	X					X
392	East Werribee Employment Precinct Responsible Authority Role	Service	Continuing	X						
9511	GAIC Policy & Advice	Service	Continuing	X						
9617	GAIC WIK	Service	Continuing	X						
9519	GAIC SPA Administration	Service	Continuing	X						
9517	Infrastructure Facilitation	Service	Continuing	X						
9520	Strategic Infrastructure Advice	Service	Continuing	X						
9523	DET School Planning	Service	Continuing		X					
9610	Planning Reform – Advice & IDC Participation	Service	Continuing	X						

Planning Solutions, Innovation and Partnership 2020/21 Project List

				PRIMARY SOURCE OF FUNDING						
No	Project	Tier	Continuing/ Commencing	V	G	L	F	A	S	STF
9000	Plan Melbourne – Implementation & Coordination Advice	Service	Continuing	X						
8113	Structure Planning Guidelines, Process & Supporting Tools for VPA Urban Renewal Places	2	Commencing						X	
8105	Forward Urban Renewal Strategic Pipeline & Metrics	2	Commencing						X	
8106	Land Use Framework Inputs (Incorporation of Growth Corridor Plans, Targets & Post COVID Response)	2	Commencing						X	
1011	Corridor Scale Background Reports	2	Commencing					X		
1012	Partnered Delivery Program	2	Commencing					X		
9020	PSP Guidelines Finalisation – Greenfields	2	Continuing					X	X	
9410	Heritage Manual	2	Continuing						X	
TBD	Population Scenarios Modelling	2	Commencing	X						
TBD	Land Use Framework / Urban Renewal Pipeline	2	Commencing	X						
TBD	Post COVID Planning	2	Commencing	X						
TBD	Position and Practice Papers	2	Commencing	X						

Streamlining Plan Delivery 2020/21 Project List

No	Project	Tier	Continuing/ Commencing	PRIMARY SOURCE OF FUNDING						
				V	G	L	F	A	S	STF
8098	Generally in accordance/model conditions Implementation	2	Commencing					X	X	
8099	IWM Pilot Project – Aviators Field	2	Commencing						X	
8103	Referral Agencies Improvements to Referrals Investigations	2	Commencing					X	X	
8104	Engineering Design & Construction Manual Tech Group Establishment	2	Commencing						X	
8109	Small Lot Housing Part 2	2	Commencing						X	
8110	Standard Planning services Statutory documentation	2	Commencing						X	
8091	Regional development contributions – a toolkit for Councils	2	Continuing						X	
8107	ICP Manual and automated template	3	Commencing						X	
8312	SFG Project Management Facilitation	Service	Continuing						X	
8112	Greenfields PSP Guidance and Notes	2	Commencing						X	

Organisational Capability and Capacity 2020/21 Project List

No	Project	Tier	Continuing/ Commencing	PRIMARY SOURCE OF FUNDING						
				V	G	L	F	A	S	STF
TBD	Dashboard Reporting (proof of concept phase)	2	Commencing	X						
9643	COVID-safe Accommodation Project	Service	Continuing	X						



OVERALL

The Government and VPA's response to COVID-19 has had impact on the operations and activities of the organisation. The VPA is now focused primarily on 18 key projects. These projects are anticipated to be very significant for the recovery of the Victorian economy and are expected to enable \$17b of economic activity over time.

The impacts of COVID and the response to COVID on the VPA has been threefold:

- The property market is under pressure and there is a strong need to fast forward projects which favourably impact upon the economy
- The VPA staff and those of many of its stakeholders have shifted to working from home and remote decision-making and processes, which has altered – and in some cases slowed – the rhythm of planning activity, and
- The VPA like most of the property sector is under significant financial pressure, with a looming funding shortfall beyond 2021/22.

The attached VPA Budget is set at a similar level to that of 2019/20. This will maintain the VPA at its current capability level and enable it to focus on successfully delivering the identified Fast Tack projects during 2020/21.

The forward Business Plan budget is based on anticipated revenue over the coming four years, only part of which is confirmed.

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 in previous years has been drawn from a combination of the following sources:

- **Base appropriation** (which covers less than half of our operating requirement)
- **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 (lapsing program in 2020/21)
- **External contributions:**
 - commissions from Government agencies
 - other contributions (principally from landowners or developers)
- **Reserves** (Accumulated Surplus which has been steadily drawn down over the last three years to fund project delivery):
 - allocated (i.e. tied to delivery of specific projects)
 - unallocated.

Moving forward, the VPA seeks to shift to a blended funding model comprising base appropriation plus cost recovery revenues (both from landowners and Government commissions). This transition requires legislative change to empower cost recovery. Pending a Government decision on cost recovery, the 2020/21 budget and subsequent years also includes additional revenue sources:

- **Supplementary appropriations:**
 - Streamlining for Growth continuation – \$7m provided in 2020/21 with a decision sought to allocate a further four years pending ramp-up of cost recovery revenues
 - Fast Track program – \$7.5m provided in the 2019/20 financial year for expenditure the 2020/21 year
 - Affordable by Supply Program – \$7m provided in 2020/21 with a decision sought to allocate a further two years pending ramp-up of cost recovery revenues
- **External contributions:**
 - other contributions (principally from landowners or developers)
 - Broad based cost recovery: based on necessary legislative and regulatory changes being processed which would enable the VPA to require payment for its services.

Base appropriation

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.

External contributions

External contributions are applied to expenditure on the projects and services for which the funding was collected.

The bulk of this revenue is for projects where the VPA acts as planning authority, principally in outer Melbourne and key regional centres, or where we are delivering services to other Government agencies.

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 largely exhausted by the end of 2023/24, and the capacity for the projects to be funded out of these reserves will cease.

The VPA’s accumulated reserves at 30 June 2020 are \$10.3 million. The VPA considers that a minimum of \$1.5 million should be maintained as a reserve to meet unforeseen expenditure requirements or to cover unexpected revenue decreases. This is the amount of the accumulated reserves forecast to be on hand at 30 June 2024.

STAFF COMPLEMENT 2020/21

The VPA’s staff complement has varied each year in accordance with the scope and extent of the work program. In 2020/21 the staff complement will be maintained at the same level as that of the 2019/20 financial year: 121 FTE in total, of which seven are executive staff. The intention is to maintain this level of capability going forward.

This staffing complement underpins the VPA’s forward financial sustainability plan.

VPA’s proposed financial sustainability plan

The VPA’s revenue has not kept pace with its increasing scope and role under the *Victorian Planning Authority Act 2017*. As a result, historically the VPA has been dependent upon supplementary appropriations of varying term, outcome and value.

The Board has an ambition for a minimum annual revenue of \$25–30M, allowing expenditure to be averaged at around \$27.5M per annum and ensuring the VPA can deliver a meaningful impact across the eight program areas set for us by the Minister for Planning.

The VPA is proposing to diversify its revenue sources over time and to recover planning costs from benefiting landowners, including Government agencies. The graph below illustrates this change in revenue source towards a broad based cost recovery model and also reflects a diminishing reliance on voluntary third party contributions over the life of this Business Plan. Please note that the estimates reflected post 2021/22 are aspirational as confirmation of funding is yet to be received, and the regulatory environment is required to be amended.

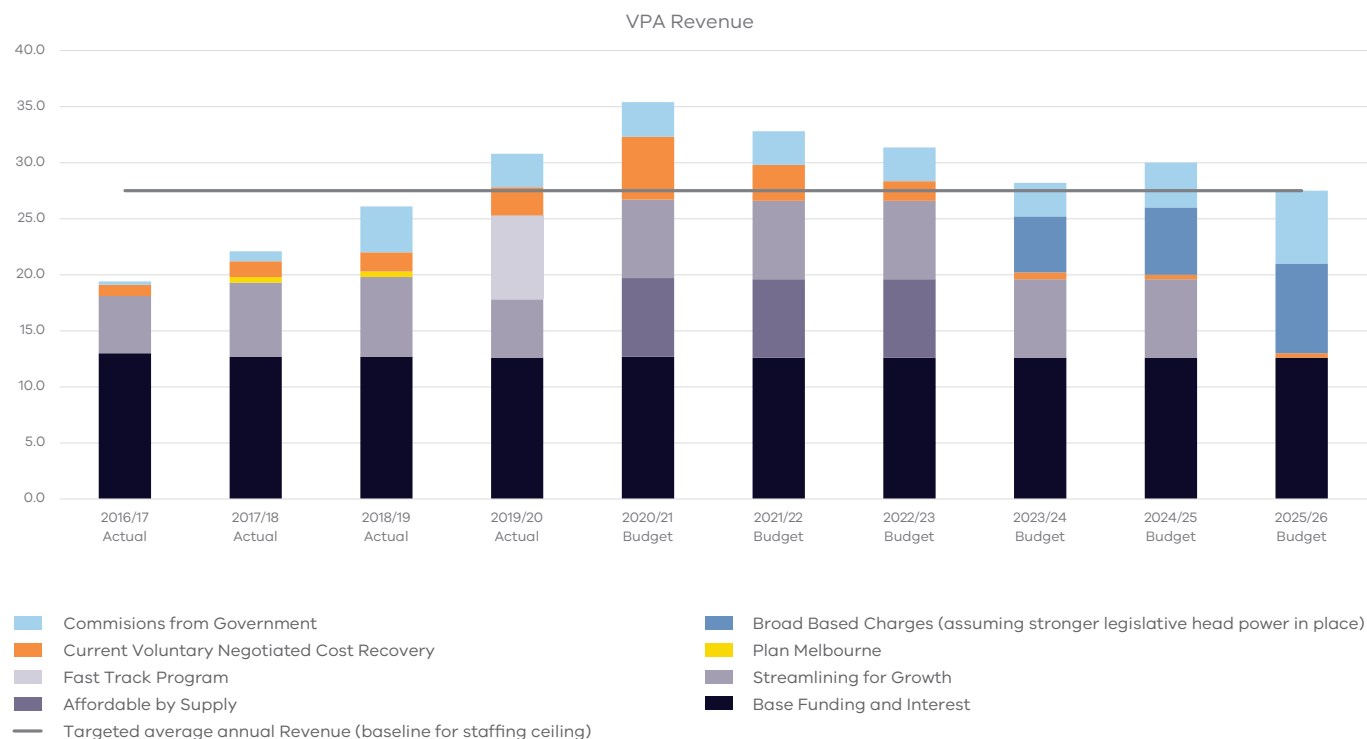


Figure 8: VPA Financial Sustainability Plan - trajectory towards broad based cost recovery (proposed)

BUDGET 2020/21 TO 2023/24

The VPA has adopted the following budget for 2020/21 and has endorsed in-principle the financial projections for the subsequent three years. The budget reflects sources of funding that are committed or are regarded as likely.

Income (sources of funding)

	2020/2021 \$m	2021/2022 \$m	2022/2023 \$m	2023/2024 \$m
Base Appropriation	12.5	12.5	12.5	12.5
Supplementary Appropriations				
- Fast Track Program	0.0	0.0	0.0	0.0
- Streamlining for Growth Program [^]	7.0	7.0 [^]	7.0 [^]	7.0 [^]
- Affordable by Supply Program [^]	7.0	7.0 [^]	7.0 [^]	0.0
External Contributions				
- Commissions from Government agencies	3.0	3.5	3.5	3.5
- Other Contributions	5.7	3.3	0.7	0.6
- Broad Based Cost Recovery [*]	0.0	0.0	2.5 [*]	5.0 [*]
Interest	0.1	0.1	0.1	0.1
Reimbursement & other revenue	0.2	0.0	0.0	0.0
Total Income	35.5	33.4	33.3	28.7

[^] This revenue item is not yet secured and is expected to be dependent upon the Government's 2021/22 budget decisions. The Streamlining for Growth revenue is based on the continuation of the current allocation over the four year period. Similarly, it is anticipated that the Affordable by Supply Program allocation will be able to be extended for the 2021/22 and 2022/23 years as the VPA progresses towards greater reliance on cost recovery.

^{*} A Broad-Based Cost Recovery model based on the necessary legislative and regulatory changes is currently being progressed which would enable the VPA to require payment for its services. Subject to legislative change being secured during 2021/22, revenues from this source could commence 2023-24, and this will reduce the current reliance on other voluntary contributions.

Should any of these sources of funding not be realized in the future years, the VPA will be required to reduce the expenditure outlined in this 2020/21 budget in those financial years, dependent upon the revenue outcomes.

Expenditure (application of funding)

	2020/2021 \$m	2021/2022 \$m	2022/2023 \$m	2023/2024 \$m
Employee Costs	16.6	18.6	19.1	19.6
Contractors and Professional Services	11.9	12.0	10.4	9.3
Streamlining plan delivery - Grants to Councils	2.7	2.7	2.7	2.7
Asset and Accommodation	1.4	1.4	1.4	1.4
Information Technology	1.1	0.8	0.9	0.9
<i>Other Operating Costs</i>	<i>0.6</i>	<i>0.5</i>	<i>0.5</i>	<i>0.5</i>
Total Expenditure	34.3	36.0	35.0	34.4
<i>Net surplus (shortfall) for the year</i>	1.2	(2.6)	(1.7)	(5.7)
<i>Brought forward surplus</i>	10.3	11.5	8.9	7.2
Total Accumulated Surplus	11.5	8.9	7.2	1.5



Key performance measures for 2020/21

To achieve the VPA's outcomes over the coming four years, the VPA is expecting to achieve the measures listed below during the 2020/21 financial year.

Program	Program Outputs and Performance Measures	KPI for 2020/21
Priority Precincts	Deliver planning frameworks and spatial planning advice to support development in priority precincts as directed by other Ministers and/or the Minister for Planning to deliver city-shaping liveability and economic outcomes.	<p>Make significant progress towards finalising the following two priority precincts projects on the VPA Fast Track Program by mid 2021:</p> <ul style="list-style-type: none"> • Arden precinct • Braybrook Regeneration Project
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.	<p>Secure VPA Board decision to finalise the following two Urban Renewal projects on the VPA Fast Track Program by December 2020:</p> <ul style="list-style-type: none"> • Berwick Health and Education • East Bentleigh Village <p>Finalise the following four Urban Renewal projects on the VPA Fast Track Program by mid 2021:</p> <ul style="list-style-type: none"> • Lilydale Quarry • PMP Clayton • Preston Market • Wantirna Health Precinct
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.	<p>Continue to progress finalising PSPs to accommodate 50,000 lots and 50,000 jobs by December 2023 by completing six outer Melbourne PSPs during 2020/21.</p> <p>This includes securing VPA Board decision to finalise following PSP by December 2020:</p> <ul style="list-style-type: none"> • Pakenham East <p>This includes securing VPA Board decision to finalise the following five PSPs on the VPA Fast Track Program: by mid 2021:</p> <ul style="list-style-type: none"> • Beveridge North West • Shenstone Park • Craigieburn West • Wallan South • Wallan East Part 1
	Improve planning outcomes and processes in PSP areas.	<p>Launch revised Structure Planning Guidelines (part one – greenfields) by 30 June 2021.</p> <p>Continue to operationalise completed PSP 2.0 (which will enable process improvements that will reduce average PSP preparation times by one-third) by 30 June 2021.</p>

Program	Program Outputs and Performance Measures	KPI for 2020/21
Regional Cities and Towns	Deliver planning frameworks and services to support urban growth in regional Victoria.	<p>Continue to progress projects to enable finalising Structure Plans to accommodate zoned capacity for 30,000 lots and 9,000 jobs by December 2023 by the VPA Board approving finalised frameworks/strategic planning advice for three regional towns/areas by 30 June 2021.</p> <p>This includes securing VPA Board decision to finalise the following strategic planning projects on the VPA Fast Track Program: by mid-2021:</p> <ul style="list-style-type: none"> • Wonthaggi North East PSP • Bannockburn Growth Plan • Ballarat Station Precinct – South Side Master Plan
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.	Approve and allocate at least 30 Streamlining for Growth projects by 30 June 2021 (as per BP3).
Planning Solutions, Innovation and Partnerships	Demonstrate and disseminate innovation in planning processes and outcomes, and in engaging with communities and partners.	Deliver at least two webinars and/or digital based events to inform public debate and projects on the VPA Fast Track Program and other priority issues.
	Evaluate impacts of COVID on the Victorian economy, urban development and the role of the VPA in stimulating economic recovery.	Commence preparation of new <i>VPA Strategic Plan 2021/24</i> by 30 June 2021.
Organisational Capability and Capacity	Enhance the operational performance of the organization.	<p>No significant governance breaches reported in the 2020/21 annual report.</p> <p>90% of projects on the VPA work program completed or on track as at 30 June 2021 against the work program timeframes (as amended by the Board at quarterly reviews).</p> <p>Minister for Planning provided with interim draft Business Plan by 31 May 2021, and the approved Business Plan published on VPA website within one month of the final Plan being approved by the Minister.</p> <p>Financial sustainability demonstrated by operating result for the year having a no greater than 10% unfavourable variance from the budgeted surplus for the year ended 30 June 2021 (accept where this is due to unbudgeted expenditure on a matter directed by the Minister for Planning).</p> <p>Continue to progress efforts to ensure funding sources are secured to ensure sustainability of operations beyond 2022/23.</p>
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.	Securing VPA Board decision 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.	<p>Securing VPA Board decision to finalise two GAIC WIKs by 30 June 2021, including the Gunns Gully GAIC WIK that is part of the VPA Fast Track program.</p> <p>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.</p>
	Support Government consideration of improved infrastructure coordination and funding models to support urban growth.	Develop and submit proposed coordination model for delivering infrastructure to support development of growth areas in greenfields Melbourne.

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

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

Ref: MBR038857



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

Victorian Planning Authority

Level 25, 35 Collins Street
Melbourne Victoria 3000

Telephone: 03 9651 9600

Facsimile: 03 9651 9623

vpa.vic.gov.au

