

Victorian Planning Authority

# BUSINESS PLAN

2024/2025

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## Acknowledgement of Country

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.







Location: Ringwood (Source: VPA)

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## VPA objectives and functions

**The Victorian Planning Authority (VPA) is a State Government statutory authority established under the Victorian Planning Authority Act 2017 (VPA Act).** The VPA's objectives and functions are set out in Section 7 of the VPA Act.

**The VPA is accountable to the Minister for Planning.** The VPA must follow any directions issued by the Minister for Planning pursuant to Section 36(a) of the VPA Act.

The Minister for Planning has authorised the VPA to be planning authority to prepare amendments pursuant to section 9 of the *Planning and Environment Act 1987*.

The Minister for Planning has also authorised the VPA to be planning authority with respect to amendments that implement a Precinct Structure Plan (PSP), an Infrastructure Contributions Plan (ICP) or a Development Contributions Plan (DCP) in Melbourne's growth areas.

**The VPA provides advice and assistance, and can receive direction, from the Minister for Transport and Infrastructure, the Minister for the Suburban Rail Loop, and the Minister for Precincts** in relation to their precinct-related powers and functions. The VPA has not been issued with directions from these Ministers.

## VPA project roles

### Planning authority

- We are appointed planning authority by the Minister for Planning
- We have the mandate to lead the project and deliver the outcome – including recommending a Planning Scheme Amendment (PSA) to the Minister for Planning
- We work closely with the relevant council(s) and government agencies.

### Provider

- We have the lead role to prepare a plan (or other report) for the client minister or government agency.
- We work in partnership with the relevant council(s) and government agencies.
- We submit our plan to the planning authority to progress through the statutory process (if this is required).

### Facilitator

- We facilitate outcomes on behalf of Government, without relying on our role as planning authority or provider, for example:
  - » negotiate Growth Area Infrastructure Contribution Work-In-Kind (GAIC WIK) agreements
  - » provide advice or assistance in VPA-planned areas, for example in interpreting or applying the provisions of a PSP
  - » provide ongoing advice to councils in relation to projects where we have completed our substantive role.

### Advisor

- We advise and influence but do not determine the outcome or the contents of the plan or policy, for example:
  - » strategic/statutory planning, spatial analytics and/or technical advice to support development of a plan or policy being prepared by a government department or local council.

# Our plan for 2024/25



**Damien Tangey**  
Acting Chair



**Stuart Moseley**  
Chief Executive Officer

Delivery of land for homes and jobs for Victorians is the key priority for the Victorian Planning Authority (VPA). We work to enable more homes in areas where people want to live – close to jobs, education and great transport.

As we enter the second financial year of [Victoria's Housing Statement: The Decade Ahead 2024-2034](#), we will continue to plan for priority projects in growing suburbs and regional towns to deliver zoned capacity for more than 60,000 homes and 60,000 jobs.

We will also continue to provide planning advice and services to the Department of Transport and Planning (DTP) for plans that will enable 60,000 more homes to be built in and around 10 pilot activity centres across Melbourne.

The VPA has a clear and defined role. We deliver zoned urban land for homes and jobs in designated areas across Victoria – in greenfield, established and urban renewal areas. We also advise on infrastructure coordination and post-plan delivery in these areas.

This Business Plan sets a course to meet the expectations of our Minister and of the communities we serve. We have the experience and the capacity to meet these expectations – we have led the development of high-quality, innovative, streamlined and achievable land use plans for areas of state and regional significance across Victoria since 2006.

In 2024/25, in addition to our Housing Statement commitments, we will continue to progress 'other projects' – existing and new – as directed by Government. We will also support expansion of the Activity Centre Program. The housing crisis highlights more than ever the urgency to progress our projects. The VPA Board is driven to be more innovative in the way we deliver plans and is committed to allocating VPA resources and capacity to projects that will have the most impact.

The delivery of plans is becoming more challenging year on year. Our teams are working to tight timeframes and budgets and the complexity of challenges – especially related to drainage, biodiversity, transport infrastructure and protection of cultural heritage – is increasing.

We are working to manage these challenges and deliver our program in a timely and efficient way. In 2024/25, this means we will be exploring new planning tools and delivery pathways.

After seven years of leadership, Jude Munro has stepped down from the VPA Board. Jude has driven a culture that values partnership, achievement, respect, inclusivity and efficiency. Our current Board members will continue this culture and review this Business Plan quarterly to ensure Government priorities are delivered.

The VPA values its partnership with the community, Traditional Owners, local government, Victorian Government agencies and industry, and we are proud to share our plan for 2024/25 – our road map for getting things done together.





Location: Niddrie North Essendon (Source: VPA)

## Delivering the Housing Statement

By 2050, Victoria will be home to more than ten million people, with eight million forecast to live in Melbourne and over two million in regional Victoria.

The Victorian Government set out a clear path to tackle housing supply and affordability in the Housing Statement. The Housing Statement initiatives will boost the supply of safe, high quality, affordable and accessible housing across our suburbs, cities and regions.

The Minister for Planning has made it clear that the VPA has a key role in supporting Government to create the conditions to build 800,000 new homes in Victoria over the decade ahead – and to shift focus from greenfield land supply to unlocking development capacity in established areas close to public transport, jobs and services.

Government has provided industry with a framework to build 180,000 homes in Melbourne's greenfield areas over the next decade. The VPA will rezone capacity for new homes and a steady supply of employment land. We will deliver plans across three horizons, as outlined in the 10-year plan for Melbourne's greenfields.

In 2024/25, the VPA will progress plans in the first horizon and support Government's work to pull every lever available to bring on supply of more homes for Victorians. With a clear focus to create sequenced zoned capacity for new homes and jobs in well-serviced areas.

### In 2023/24

**The VPA Board approved six Housing Statement projects to move to the next stage to support new and growing communities and increase housing supply across Victoria – including plans to facilitate land for approximately 22,778 future homes and 26,547 future jobs.**

**Another five Housing Statement plans (for 15,470 homes and 32,230 jobs) were approved by the VPA Board and/or Minister as ready for public consultation.**

# Our 2024/25 work programs

## Plans for new homes, jobs and infrastructure for Victorians

### Housing Statement projects

- Priority projects
- Advice and services to DTP in relation to activity centres

### Other projects

Victorian Government approved projects for progression

### Regional cities and towns

Deliver projects in growing regional cities and towns to increase zoned capacity close to jobs, services and transport

### Established Melbourne

Deliver projects that increase opportunities for new homes in well-located suburban areas – to support target of 70 per cent of Melbourne's new homes in established suburbs

### Industrial land

Deliver projects in regional cities and Melbourne's greenfield areas – to boost supply of industrial and commercial land in strategic locations

### Melbourne new communities

Deliver a pipeline of projects that will provide zoned and sequenced capacity – to accommodate no more than 30 per cent of Melbourne's new homes in greenfield suburbs

## Streamlining, innovation and partnership

Implement key initiatives to deliver plans that facilitate liveable, connected, affordable, and sustainable communities – to support the innovation, fresh ideas and new approaches required to address the housing crisis.

## Looking ahead – 10-year plan for Melbourne's greenfields

The VPA will rezone capacity for new homes and a steady supply of employment land over the next 10 years. This Business Plan authorises the VPA to progress plans in the first Horizon of the 10-year plan for Melbourne's greenfields. The Minister for Planning will decide when plans from Horizon 2 come onto the VPA work program.





Location: Ballarat North (Source: City of Ballarat)

# Plans for new homes, jobs and infrastructure for Victorians

## Regional cities and towns

In Victoria's regions, four Housing Statement projects will have potential, when fully developed, to accommodate an estimated 17,500 future homes and 1,900 jobs. One other project, Merrimu, will also deliver land for future homes and jobs to alleviate housing supply shortages.

The VPA aspires to expand our regional program in the future, based on directions set by a new plan for Victoria.

Project name	VPA role	Local Government	Traditional Owners	Estimated homes capacity	Estimated jobs capacity
<b>Housing Statement projects</b>					
Shepparton South East *	Planning Authority	Greater Shepparton	Yota Yorta	2,500	220
Bannockburn South East	Planning Authority	Golden Plains	Wadawurrung	5,000	700
East of Aberline	Planning Authority	Warrnambool	Eastern Maar	4,000	380
Ballarat North	Planning Authority	Ballarat	Wadawurrung	6,000	600
<b>Other projects</b>					
Merrimu	Planning Authority	Moorabool	Wurundjeri Woi-Wurung	6,800	1,800

\* Project to be completed in 2024/25 as per Budget Paper 3 (BP3) requirement.





Location: Moorabbin (Source: VPA)

## Established Melbourne

The VPA is supporting the Government's priority to shift housing supply from greenfield areas to well established areas connected to transport, jobs and services – to support the target that 70 per cent of Melbourne new homes are in established suburbs.

We are working with the Department of Transport and Planning and engaging local councils and communities to unlock homes close to services, jobs, and transport in 10 pilot activity centres across Melbourne – in Broadmeadows, Camberwell Junction, Chadstone, Epping, Frankston, Moorabbin, Niddrie (Keilor Road), North Essendon, Preston (High Street) and Ringwood.

Through a review of planning controls and changes to existing rules to support appropriate development, we will unlock land for an estimated 60,000+ homes.

We are also working to deliver the Braybrook Regeneration Project – a Housing Statement priority project which has the potential to accommodate an estimated 10,000 future homes.

The VPA will support expansion of the Government's Activity Centre Program – 50 new activity centres will encourage more than 300,000 additional homes around Melbourne's high-frequency train lines by 2051.

Project name	VPA role	Local Government	Traditional Owners	Estimated homes capacity	Estimated jobs capacity
<b>Housing Statement projects</b>					
Braybrook Regeneration Project	Planning Authority	Maribyrnong	Bunurong Wurundjeri Woi-wurrung	10,000	0
Activity Centre Program	Provider	Multiple	Bunurong Wurundjeri Woi-wurrung	60,000+	NA



Location: Greater Avalon Employment (Source: VPA)

## Industrial land

Our five industrial land Housing Statement projects will provide capacity for an estimated 51,073 future jobs when they are fully developed. Our three other projects continue our focus on rezoning land for industrial and commercial uses in alignment with government priorities.

Our industrial land program aligns with whole-of-government action to preserve Victoria’s strategic advantages, promote economic growth and provide jobs closer to homes. The VPA will bring on projects in the future, based on the directions to be set by a new plan for Victoria. The VPA will also receive and coordinate advice on opportunities to bring forward rezoning of industrial land.

Location	Project name	VPA role	Local Government	Traditional Owners	Estimated homes capacity	Estimated jobs capacity
<b>Housing Statement projects</b>						
Metro Melb	Officer South (Employment)	Planning Authority	Cardinia	Bunurong	1,617	22,013
Regional Vic	Greater Avalon (Employment)	Planning Authority	Greater Geelong	Wadawurrung	0	18,150
Metro Melb	Casey Fields South (Employment)	Planning Authority	Casey	Bunurong	0	4,378
Metro Melb	Croskell (Employment) *	Planning Authority	Casey	Bunurong	937	6,532
Metro Melb	Merrifield North (due diligence)	Planning Authority	Hume & Mitchell	Wurundjeri Woi-Wurrung	90^	4,791^
Metro Melb	Mambourin East (due diligence)	Planning Authority	Wyndham	Wadawurrung	NA	3,971^
Metro Melb	Werribee Junction (due diligence)	Planning Authority	Wyndham	Wadawurrung	NA	7,938^
<b>Other projects</b>						
Regional Vic	Bendigo Regional Employment Precinct	Planning Authority	Greater Bendigo	Dja Dja Wurrung	NA	3,000
Regional Vic	Parwan (Employment)	Planning Authority	Moorabool	Wadawurrung	NA	1,500
Metro Melb	Northern Freight	Provider	Whittlesea	Wurundjeri Woi-Wurrung	NA	14,362^

\* Project to be completed in 2024/25 as per Budget Paper 3 (BP3) requirement.

^ Early estimate. Due diligence projects do not rezone land. Plan commencement after due diligence process complete is subject to ministerial direction.





Location: Greenvale North (Source: VPA)

## Melbourne new communities

The VPA has six Housing Statement projects that have potential, when fully developed, to accommodate an estimated 31,394 future homes and 5,870 jobs. Several of these projects are well progressed and will reach key milestones in 2024/25.

Our three other projects will progress in 2024/25 to support Government's commitment to delivery of new communities in Melbourne, and to ensuring these communities have the transport and infrastructure they require.

Our plans for new communities will include staging provisions to ensure infrastructure delivery keeps pace with development and land can be adequately serviced when it is released.

Project name	Project name	VPA role	Local Government	Traditional Owners	Estimated homes capacity	Estimated jobs capacity
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### Housing Statement projects

North	Beveridge North West	Planning Authority	Mitchell	Wurundjeri Woi-wurrung	14,991	2,877
North	Gunns Gully Road Interchange	Provider	Hume & Mitchell	Wurundjeri Woi-wurrung	NA	NA
North	Greenvale North (Part 2) *	Planning Authority	Hume	Wurundjeri Woi-wurrung	400	0
South East	Devon Meadows	Planning Authority	Casey	Bunurong	3,137	993
West	Melton East	Planning Authority	Melton	Wurundjeri Woi-wurrung	12,866	2,000
South East	Clyde South (due diligence)	Planning Authority	Casey	Bunurong	13,160^	1,373^

### Other projects

South East	Cardinia Creek South (Part 2)	Planning Authority	Casey	Bunurong	1,128	113
West	Oakbank (due diligence)	Planning Authority	Wyndham	Bunurong	11,817^	1,978^
West	Kororoit (Part 2)	Planning Authority	Melton	Wurundjeri Woi-wurrung	1,254	37

\* Project to be completed in 2024/25 as per Budget Paper 3 (BP3) requirement..

^ Early estimate. Due diligence projects do not rezone land. Plan commencement after due diligence process complete is subject to ministerial direction.

# Project location map



**Housing Statement projects**  
**Priority project for growing suburbs**  
10 pilot activity centres

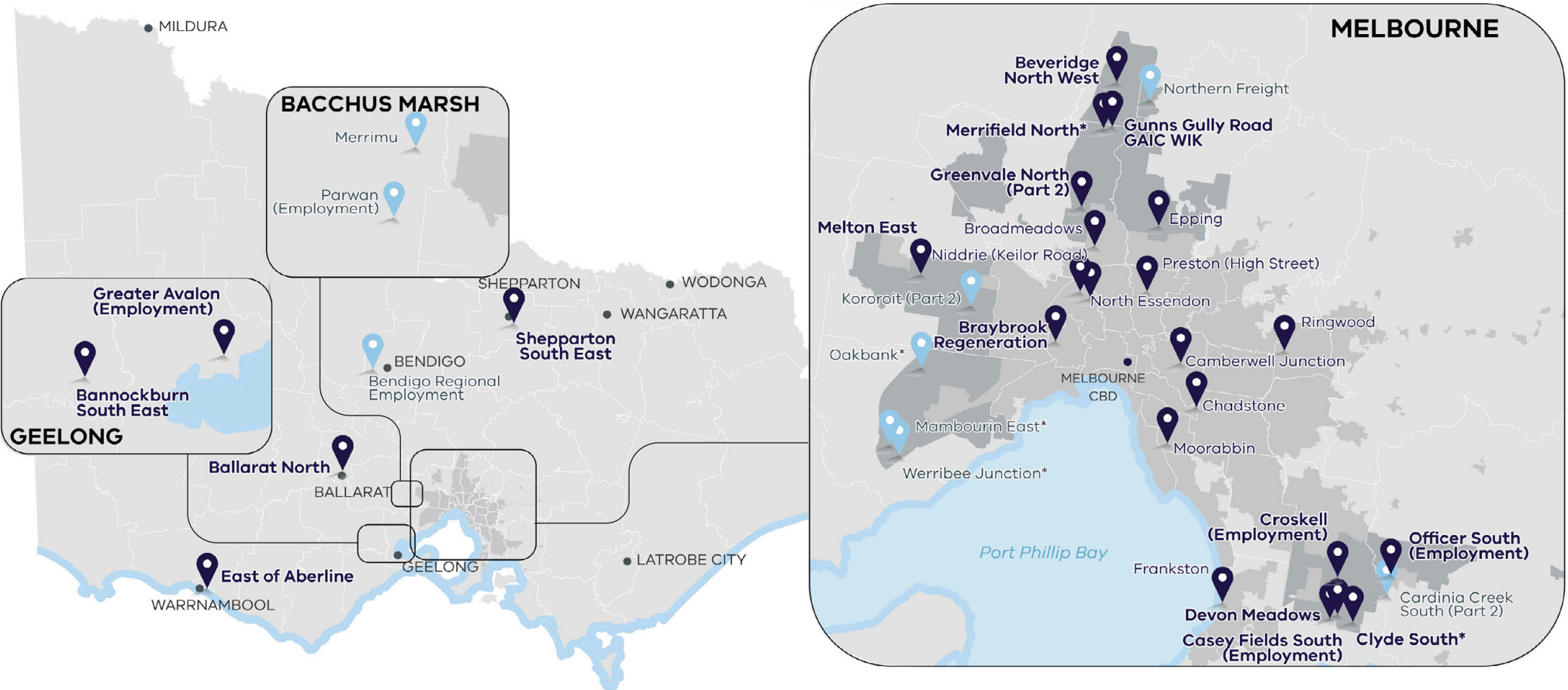


**Other projects**

- Established Melbourne
- Melbourne growth areas
- LGA boundaries

\* Due diligence project

Note that progression of Cardinia Creek South (Part 2) is subject to Third Party funding.





# Streamlining, innovation and partnership

The urgency for us to deliver plans that facilitate liveable, connected, affordable, and sustainable communities has never been greater. In 2024/25 the VPA will deliver the initiatives outlined in the table (to the right) and continue our existing work – to support the innovation, fresh ideas and new approaches required to address the housing crisis. This will support our capacity to more quickly and effectively zone land for the future homes and jobs Victoria needs.

Initiative	Description
<b>Traditional Owner engagement and protection of Aboriginal cultural heritage and values</b>	<ul style="list-style-type: none"> <li>Strengthen relationships with Registered Aboriginal Parties and Traditional Owners</li> <li>Coordinate with agencies and departments when engaging Registered Aboriginal Parties</li> <li>Advocate for an enhanced planning toolkit for protection of Country, cultural heritage and cultural values</li> </ul>
<b>Progress actions to support strong and efficient planning – including PSP sequencing and staging provisions</b>	<ul style="list-style-type: none"> <li>Continue to refine planning activities to deliver more efficient planning, including alternate rezoning pathways and options</li> <li>Improve the sequencing of future plans to align with infrastructure capacity and commitments</li> <li>Pilot staging provisions to support coordinated and timely infrastructure delivery</li> <li>Investigations for future pipelines of VPA planning projects</li> </ul>
<b>Unlock zoned land for new homes</b>	<ul style="list-style-type: none"> <li>Provide advice to DTP on opportunities to unlock development of zoned land where permits are constrained – e.g. due to development challenges related to connection to services and utilities, drainage services, environment</li> <li>Review gazetted PSPs that are not yet fully developed to understand opportunities for increasing the number and types of homes where there is sufficient planned infrastructure (transport, schools and community facilities) to support them</li> </ul>
<b>Input into a new plan for Victoria and P&amp;E Act review</b>	<ul style="list-style-type: none"> <li>Provide inputs into development of a new plan for Victoria and review of the <i>Planning and Environment Act 1987</i></li> </ul>
<b>Legislative requirements (statutory planning and infrastructure advice and contributions)</b>	<ul style="list-style-type: none"> <li>Provide advice to councils and others in line with Ministerial Direction 18</li> <li>Provide advice on Growth Area Infrastructure Contribution (GAIC) Work-In-Kind (WIK) agreements</li> <li>Administer GAIC Staged Payment Arrangements (SPAs)</li> </ul>
<b>Financial sustainability and organisational capability</b>	<ul style="list-style-type: none"> <li>Develop and implement an organisational capability, efficiency and innovation program, including strengthening project management capability and processes</li> <li>Pursue opportunities to implement new cost recovery mechanisms</li> <li>Seek third party funding for projects where possible</li> <li>Maintain expenditure within budget</li> </ul>

# Budget and financial projections

The VPA Board has adopted the budget for 2024/25, as outlined on page 15. The VPA Board has also endorsed, in principle, the financial projections for the subsequent three years.

Note, the budget reflects sources of funding that are committed. Amounts have been rounded to the nearest \$100,000 so totals may not equate.

This budget will be reviewed and adjusted quarterly if necessary. Changes to the VPA work program and budget are approved by the VPA Board, with Ministerial approval sought for any material change.

## Income

**Base appropriation** is core funding from Government to cover fixed operating costs, statutorily required functions and services and project delivery costs (net of any cost recovery arrangements).

**Supplementary appropriations** in the forward estimates are for the Unlocking New Communities and Affordable Housing Program, funded for 2-years in the 2024-25 Victorian State Budget. This funding is applied for project delivery.

**Third Party Funding revenue** is collected from landowners for project delivery costs and is recognised in line with accounting standard, AASB 15 Revenue from contracts with customers. Third Party Funding Revenue incorporated into the budget is based on actual third party funding agreements, as well as some modelled revenue based on our forward program in the last two years of the four-year business plan budget.

**Fee for Service Revenue** is funding that the VPA receives when commissioned by government departments or agencies to deliver services e.g. VPA work to deliver the Activity Centre Program.

Revenue in this budget does not include future fee for service revenue that is not already agreed to or any future supplementary appropriations from Government. If Third Party Funding revenue or fee for service revenue is agreed through the year the budget will be adjusted to accommodate it.

## Expenditure

As a result of the income assumptions outlined on the left, expenditure (including employee costs) declines over the forward estimates. In the event future fee for service opportunities or supplementary appropriations eventuate VPA would expect to maintain a steady expenditure profile.

For 2024/25, the VPA anticipates a Full Time Equivalent (FTE) staff complement of 125-130 employees.

## Net surplus and equity

The VPA's accumulated reserves at 30 June 2024 are expected to be \$7.6 million. The VPA also 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. The VPA is forecasting to expend reserves on planning projects, reducing the balance in the final year of the four-year business plan budget. The VPA will use its reserves to sustain its operations over the next four years.





Location: Brimblemeadows (Source: VPA)

## Income

	Historical				Forecast	Projected			
	2019-20 (\$m)	2020-21 (\$m)	2021-22 (\$m)	2022-23 (\$m)	2023-24 (\$m)	2024-25 (\$m)	2025-26 (\$m)	2026-27 (\$m)	2027-28 (\$m)
Base appropriation	12.5	12.5	12.5	12.3	12.1	12.0	12.0	12.0	12.0
Supplementary appropriations	12.8	14.1	14.0	13.0	3.5	3.5	3.5	0.0	0.0
Third Party Funding Revenue	4.5	4.6	5.3	4.4	4.8	11.2	12.9	7.0	7.0
Interest Fee for Service Revenue	0.9	1.0	0.5	0.4	5.0	5.5	0.0	0.0	0.0
Interest and other revenue	0.1	0.1	0.1	1.3	1.9	1.0	1.0	0.9	0.8
<b>Total income</b>	<b>30.8</b>	<b>32.3</b>	<b>32.4</b>	<b>31.4</b>	<b>27.3</b>	<b>33.1</b>	<b>29.4</b>	<b>19.8</b>	<b>19.7</b>

## Expenditure

	Historical				Forecast	Projected			
	2019-20 (\$m)	2020-21 (\$m)	2021-22 (\$m)	2022-23 (\$m)	2023-24 (\$m)	2024-25 (\$m)	2025-26 (\$m)	2026-27 (\$m)	2027-28 (\$m)
Employee costs	16.0	16.4	18.4	18.9	18.0	22.2	20.6	14.0	13.2
Contractors and professional services	4.8	8.7	8.1	6.9	7.8	7.5	5.8	5.0	4.3
Grants	1.9	2.6	4.1	3.3	0.0	2.5	1.8	0.0	0.0
Asset and accommodation	1.2	1.2	1.2	1.7	1.6	1.4	1.0	1.0	1.0
Information technology	0.7	1.1	1.3	1.4	1.5	1.5	1.5	1.2	1.2
Other operating costs	0.5	0.4	0.5	0.7	0.5	0.5	0.4	0.3	0.2
<b>Total expenditure</b>	<b>25.1</b>	<b>30.4</b>	<b>33.6</b>	<b>32.7</b>	<b>29.4</b>	<b>36.6</b>	<b>31.1</b>	<b>21.5</b>	<b>19.8</b>

## Net surplus and equity

	Historical				Forecast	Projected			
	2019-20 (\$m)	2020-21 (\$m)	2021-22 (\$m)	2022-23 (\$m)	2023-24 (\$m)	2024-25 (\$m)	2025-26 (\$m)	2026-27 (\$m)	2027-28 (\$m)
Net surplus/(deficit) for the year	5.7	1.9	(1.2)	(1.3)	(2.1)	(2.5)	(1.7)	(1.7)	(0.1)
Brought forward surplus	7.2	10.4	12.3	11.0	9.7	7.6	5.0	3.3	1.6
<b>Total accumulated surplus at end of year</b>	<b>10.4</b>	<b>12.3</b>	<b>11.0</b>	<b>9.7</b>	<b>7.6</b>	<b>5.0</b>	<b>3.3</b>	<b>1.6</b>	<b>1.5</b>

# Risk management

The VPA has a mature risk management framework that is aligned with the International Risk Management Standard ISO 31000:2018 and meets the requirements of the Victorian Government Risk Management Framework. The framework consists of a Risk Management Policy, a Risk Management Procedure, a Risk Appetite Statement, an organisational risk register and project risk registers, which are embedded within our project management framework.

The organisational risk register identifies nine risk themes that are managed and monitored on an ongoing basis. Of these nine, the VPA Board and senior executive team have identified four risk themes as strategic risks that must be managed successfully to deliver this Business Plan. These risks and key treatment actions are described in the table.

Strategic risk	Key risk treatment action
<b>DELIVERY OF WORK PROGRAM</b> Supporting effective and timely delivery by creating plans that will get built, using the right processes and collaborating openly with project partners.	<ul style="list-style-type: none"> <li>• Housing Statement and VPA Business Plan provide whole-of-Victorian-Government mandate for projects</li> <li>• Build culture that focuses on delivery and efficiency</li> <li>• Implement early engagement, timebound feedback and escalation processes to resolve emerging issues with other agencies</li> <li>• Apply project management framework to maintain project timelines and manage variations</li> </ul>
<b>REPUTATION</b> Meeting reasonable government and stakeholder expectations, maintaining probity, and ensuring all stakeholders understand our role, both in the planning system and for each project.	<ul style="list-style-type: none"> <li>• Embed extensive consultation with stakeholders in the planning process</li> <li>• Develop community engagement strategy with DTP for Activity Centre Program</li> <li>• Support policies, procedures and training on probity and conflicts of interest</li> <li>• Manage information loss and cybersecurity risks</li> </ul>
<b>FINANCIAL SUSTAINABILITY</b> Bringing in sufficient revenue and managing expenditure to ensure we deliver on statutory requirements and expectations.	<ul style="list-style-type: none"> <li>• Seek improved financial recovery framework through review of the <i>Planning and Environment Act 1987</i></li> <li>• Seek Third Party Funding for projects where possible</li> <li>• Implement People and Finance Strategy to maintain expenditure within budget</li> </ul>
<b>INNOVATION AND INFLUENCE</b> Adapting our solutions to meet changing community needs, advocating for improved policies and practices, and embracing innovation and efficiency in our operations and activities.	<ul style="list-style-type: none"> <li>• Develop and implement a VPA roadmap to grow organisational capability and a culture of innovation and efficiency</li> <li>• Explore simplified planning pathways and alternative planning tools to deliver ongoing efficiency improvements</li> <li>• Partner to resolve external dependencies</li> </ul>



# Key performance measures

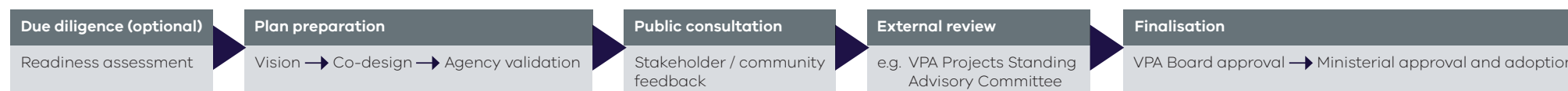
In 2024/25, the VPA has two Budget Paper 3 (BP3) performance measures:

- Metropolitan Greenfield plans (two) where preparations are completed annually
- Regional cities and towns plans (one) where preparations are completed annually

KPIs related to BP3s are **bold** in the table below.

Program	Output description	Key performance measures (KPIs)
<b>Regional cities and towns</b>	Plans and spatial planning advice to deliver critical housing supply and more housing choice in thriving regional cities and towns.	<ul style="list-style-type: none"> <li>• <b>Plan preparation for one precinct structure plan (Shepparton South East) complete (approved by VPA Board)</b></li> <li>• One project (Ballarat North or East of Aberline) to commence agency validation</li> <li>• One project (Bannockburn South East) endorsed by the VPA Board to progress to public consultation</li> </ul>
<b>Industrial land</b>	Plans and spatial planning advice for new employment precincts to preserve Victoria's strategic advantages, promote economic growth and provide jobs closer to homes and transport.	<ul style="list-style-type: none"> <li>• <b>Plan preparation for one precinct structure plan (Croskell) complete (approved by VPA Board)</b></li> <li>• One project (Casey Fields South) endorsed by the VPA Board to progress to public consultation</li> <li>• One project (Greater Avalon) to commence agency validation</li> </ul>
<b>Established Melbourne</b>	Plans and spatial planning advice to increase opportunities for new homes and jobs in Melbourne's inner and middle suburbs.  Delivery of planning advice and services to the Department of Transport and Planning to support activity centre plans, as approved by the Minister for Planning.	<ul style="list-style-type: none"> <li>• Plan preparation for one plan (Braybrook) complete (approved by VPA Board)</li> <li>• Planning advice and services to DTP for ten activity centres complete</li> </ul>
<b>Melbourne new communities</b>	Plans and spatial planning advice to facilitate sustainable housing supply in Melbourne's growth areas.	<ul style="list-style-type: none"> <li>• <b>Plan preparation for one precinct structure plan (Greenvale North) complete (approved by VPA Board)</b></li> <li>• Due diligence completed (approved by VPA Board) on one project (Clyde South)</li> <li>• Two projects (Devon Meadows and Melton East) endorsed by the VPA Board to progress to public consultation</li> </ul>
<b>Streamlining, innovation and partnership</b>	Projects, programs and services to improve the efficiency, certainty and quality of VPA outputs and operations.	<ul style="list-style-type: none"> <li>• Continue to advocate for, and trial, simplified planning pathways and streamlined processes</li> <li>• Complete implementation of a new organisational project management system</li> <li>• Develop and implement an organisational capability, efficiency and innovation program</li> <li>• Complete one technical guidance note</li> </ul>

Typical VPA project milestones (subject to change on project-by-project basis)



## Homes, jobs and infrastructure for Victorians

Program	Housing Statement projects	Other projects
Regional cities and towns	<ul style="list-style-type: none"> <li><b>Shepparton South East *</b></li> <li>Bannockburn South East</li> <li>East of Aberline</li> <li>Ballarat North</li> </ul>	<ul style="list-style-type: none"> <li>Merrimu</li> </ul>
Industrial land	<ul style="list-style-type: none"> <li>Officer South (Employment)</li> <li>Greater Avalon (Employment)</li> <li>Casey Fields South (Employment)</li> <li><b>Croskell (Employment) *</b></li> <li>Mambourin East (due diligence) ^</li> <li>Werribee Junction (due diligence) ^</li> <li>Merrifield North (due diligence) ^</li> </ul>	<ul style="list-style-type: none"> <li>Northern Freight</li> <li>Bendigo Regional Employment Precinct</li> <li>Parwan Employment</li> </ul>
Established Melbourne	<ul style="list-style-type: none"> <li>Braybrook Regeneration Project</li> <li>Activity Centre Program **</li> </ul>	
Melbourne new communities	<ul style="list-style-type: none"> <li>Beveridge North West</li> <li>Gunns Gully Road Interchange GAIC WIK</li> <li><b>Greenvale North (Part 2) *</b></li> <li>Devon Meadows</li> <li>Melton East</li> <li>Clyde South (due diligence) ^</li> </ul>	<ul style="list-style-type: none"> <li>Cardinia Creek South (Part 2) #</li> <li>Oakbank (due diligence)</li> <li>Kororoit (Part 2)</li> </ul>

\* Project to be completed in 2024/25 as per Budget Paper 3 (BP3) requirement.

\*\* The VPA will continue to provide planning advice and services to the Department of Transport and Planning in relation to activity centres across Melbourne.

^ Next steps to be considered by the Minister for Planning.

# Project progression subject to Third Party Funding.

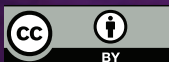
## Streamlining, innovation and partnership

- Traditional Owner engagement and protection of Aboriginal cultural heritage and values
- Progress actions to support strong and efficient planning – including PSP sequencing and staging provisions
- Unlock zoned land for new homes
- Input into a new plan for Victoria and P&E Act review
- Legislative requirements (statutory planning and infrastructure advice and contributions)
- Financial sustainability and organisational capability





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