



VPA & WIKA Delivery Risk Framework

An Overview for Developers & Planners

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About Me

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What is Agreements Delivery?

Agreements Delivery is:

- Translating planning agreements into **real, functional infrastructure**
 - Managing delivery from **agreement execution through to Council handover**
 - Ensuring alignment between **legal obligations, design, and construction**
 - Coordinating stakeholders across **planning, engineering, and delivery**
 - Actively managing **risk, timing, and compliance**
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Camden's Strategic Infrastructure Planning Team

Core Functions:

- Strategic infrastructure planning and coordination
- Planning agreement preparation and negotiation (VPA's)
- Development contributions planning and policy
- Property acquisition and land coordination
- Infrastructure forecasting and alignment with growth
- Governance, monitoring and reporting of infrastructure obligations
- **Agreements Delivery (end-to-end oversight of VPA and WIKA delivery)**

Camden's VPA's & WIKA's

- VPA's – 26 Total, 19 active. Approx \$3B value
- WIKA's – 75 Total, 25 active. Approx \$1B value

Several legacy developers such as:

- Greenfields Developments Pty Ltd
- Sekisui House Pty Ltd
- Dart West Developments Pty Ltd
- Harrington Estates Pty Ltd
- Macarthur Developments Pty Ltd



Purpose

This framework outlines key delivery risks associated with infrastructure obligations under Voluntary Planning Agreements (VPAs), with a particular focus on works-in-kind (WIKAs) delivery through to Council sign-off.

It is intended as a high-level guide to support alignment between agreement drafting, infrastructure design, staging, and delivery.



Six Key Risk Areas

01



VPA Obligations
& Design

02



Staging & Trigger
Misalignment

03



Scope &
Deliverability

04



Council Acceptance
& Handover

05



Sequencing &
Coordination

06



Compliance &
Timing

01 Alignment Between VPA Obligations and Design



Key Risk: Infrastructure design progresses without full alignment to obligations defined in the planning agreement.

Common Issues

- Agreement scope not clearly reflected in civil or engineering drawings
- Ambiguity in infrastructure standards, specifications, or ownership
- Late design changes impacting agreed infrastructure outcomes

Focus Areas

- Early cross-checking between agreement obligations and detailed design
- Clear articulation of standards, ownership, and delivery expectations

02 Staging and Trigger Misalignment



Key Risk: Mismatch between development staging and infrastructure delivery triggers.

Common Issues

- Infrastructure required earlier than anticipated by the proponent
- Triggers linked to milestones (e.g. CC or OC) that do not reflect construction sequencing
- Staged developments with unclear timing of obligations

Focus Areas

- Mapping infrastructure triggers against approved staging plans
- Identifying and managing critical path dependencies

03 Scope and Practical Deliverability



Key Risk: Works-in-kind commitments that are difficult to deliver in practice.

Common Issues

- Overly broad, vague, or undefined scope
- Interfaces with third-party land, services, or infrastructure
- Constructability or feasibility constraints not considered at agreement stage

Focus Areas

- Clear definition of WIKA scope and deliverables
- Early testing of delivery feasibility within project constraints

04 Council Acceptance and Handover Requirements



Key Risk: Delays or rejection of infrastructure at handover.

Common Issues

- Misalignment with Council standards or acceptance expectations
- Incomplete documentation at the time of handover
- Quality or specification issues identified late in the process

Focus Areas

- Understanding Council acceptance criteria early
- Progressive preparation of handover documentation during delivery

05 Sequencing and Coordination Risks



Key Risk: Disconnect between planners, engineers, contractors, and Council stakeholders.

Common Issues

- Lack of clarity around roles and responsibilities
- Infrastructure delivered out of sequence with development works
- Communication gaps across disciplines and project phases

Focus Areas

- Clear responsibility and role mapping
- Coordinated engagement across design, approvals, and construction

06 Compliance and Timing Risk



Key Risk: Failure to meet infrastructure obligations within required timeframes.

Common Issues

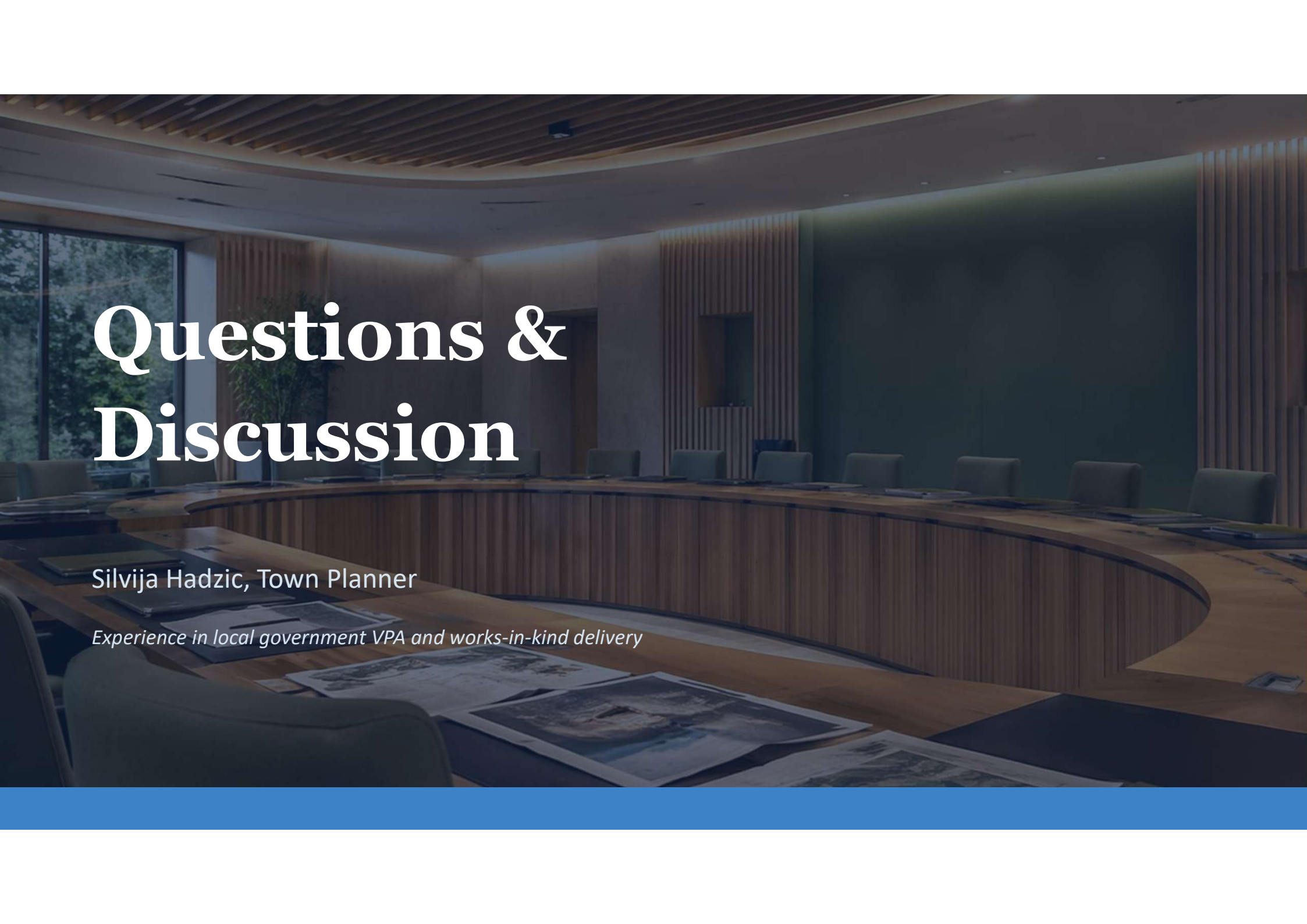
- Missed deadlines linked to development milestones
- Inadequate tracking of agreement obligations
- Reactive rather than proactive compliance management

Focus Areas

- Establishment of an obligations tracking framework
- Ongoing monitoring of milestones and delivery timeframes

Key Takeaways

- ✓ Effective delivery of planning agreements relies on strong alignment between legal obligations, infrastructure design, staging, and Council requirements.
- ✓ Early identification and proactive management of delivery risks can significantly reduce delays, rework, and uncertainty during implementation.
- ✓ Clear communication across all disciplines — planning, engineering, construction, and Council — is essential at every stage.
- ✓ A structured obligations tracking framework supports timely compliance and reduces reactive problem-solving.

A photograph of a modern, curved conference room. The room features a large, curved wooden table with several chairs around it. Large windows on the left side offer a view of greenery outside. The interior has a warm, wood-paneled aesthetic with vertical slats on the walls and ceiling. The lighting is soft and ambient.

Questions & Discussion

Silvija Hadzic, Town Planner

Experience in local government VPA and works-in-kind delivery