

growth
areas

AUTHORITY



Business Plan

2009 - 2010

a partner in
creating sustainable and
liveable new communities in
Melbourne's growth areas

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BUSINESS PLAN
2009-2010

MISSION

To be an active partner in creating sustainable and liveable new communities in Melbourne's growth areas.

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CHAIRMAN'S MESSAGE



The Victorian Government has continued with its planning reform agenda with the announcement of its major planning update Melbourne @ 5 million. This policy will have a significant impact on planning in the Growth Areas and will help us in our efforts to maintain a steady supply of affordable housing.

The GAA has played a significant role in identifying suitable land to be brought into the Urban Growth Boundary and co-ordinated a broad consultation program for landholders in the areas where land has been under investigation.

The GAA will continue to drive planning reforms in the coming year, including, once the legislation is enacted, the implementation of the Growth Areas Infrastructure Contribution which will see a proportion of the value uplift when land is rezoned for urban development being channelled into critical infrastructure and community services.

The implementation of the GAA's recently completed Precinct Structure Planning Guidelines will also help underpin higher quality, more sustainable development across new suburbs in the growth areas.

The GAA is currently working with stakeholders to refine the mapping and management of native vegetation and indigenous cultural heritage so it takes place prior to development on a broad-acre basis instead of in the more piecemeal way of the past as individual planning permits are sought.

At the same time, our core work of completing the remaining Precinct Structure Plans for land within the Growth Areas has gained momentum. The GAA has committed to a timetable of completing these by 2012 when 40 new communities will begin taking shape.

The next three years will be extremely busy but I'm confident the GAA will perform efficiently in its expanded role and will be well placed to assist in the creation of new sustainable and very liveable Melbourne communities.

Chris Banks AM
Chairman

June 2009

CHIEF EXECUTIVE OFFICER'S MESSAGE



Not since the post-war boom has managing population growth been more of a challenge as Melbourne feels the growing pains of becoming a city of five million people in the next 20 years.

The Premier and the Minister for Planning announced the Government's updated metropolitan planning strategy Melbourne @ 5 million, on 2 December 2008. This is an important document for Melbourne's future, and it sets out a key role for Melbourne's growth areas. This strategy announced an investigation area for the extension of Melbourne's existing Urban Growth Boundary (see figure 1 on page 9).

Close to half of metropolitan Melbourne's new residents will make their homes in the growth areas of Casey, Melton-Caroline Springs, Hume-Mitchell-Whittlesea and Wyndham.

The extra homes - more than 284,000 of them (of which in excess of 134,000 are anticipated to be accommodated within the proposed extension to the Urban Growth Boundary) - will really test our conviction that Melbourne's growth areas have amongst the best land development systems anywhere in the country.

Streamlining the growth area planning system is a major project for the GAA, and is about far more than just keeping up a supply of house blocks to the market. The driver behind everything the GAA does is to more fully integrate land use planning with access to jobs and public transport.

Getting all the "ducks in a row" will result in the design of new communities that are less the cookie-cutter dormitory suburbs of old and more like the vibrant and economically self-reliant places that good design and strategic planning can bring to life.

To make that happen we have to plan for jobs, plan for varied housing types and plan to put people closer to transport in sustainable suburbs which leave a lighter environmental foot-print. These new communities need to become "destinations" in their own right.

To that end we will be implementing the release of the new Precinct Structure Planning Guidelines, which set out a clear prescription for exactly *how to* achieve the outcomes above, including a new goal of creating one job for every new household.

The GAA is also having an input into the review of the Urban Growth Boundary and the public submission process, while continuing to fine-tune the implementation of the Growth Areas Infrastructure Contribution.

We need the Growth Areas Infrastructure Contribution to assist in the financing of the cost of the new road and rail projects and all the other community facilities that residents of future suburbs need, and for which they should not have to wait for decades. The contribution is anticipated to fund up to 20% of the cost of the required State infrastructure for the growth areas.

Land inside the urban growth boundary zoned for urban development purposes, has a substantially higher value, than rural land outside of the urban growth boundary.

The contribution will be payable at the first purchase, subdivision application, or in some instances building development, which occurs subsequent to the land becoming impacted upon by the legislation.

The past year has seen steady progress towards the completion of the 'big picture' suburb-scale Precinct Structure Planning program. 9 Precinct Structure Plans had been completed under the program by 30 June 2009, creating in excess of 29,000 house lots and housing for in excess of 58,000 people. Given the annual land development rate of around 12,000 lots per annum, this production keeps us on track for the State Government's target of having 10 year's supply of zoned land. The GAA was fortunate to receive an \$8.5 million funding boost from the Federal Government to assist with this strategic planning work, which will enable the GAA to fast-track land for up to 90,000 new homes.

We've committed to finishing this work by 2012 and in the meantime will continue to try to cut out red tape and remove planning roadblocks wherever we find them in the growth areas.

Peter Seamer
Chief Executive Officer

June 2009

MEMBERS OF THE AUTHORITY

The Growth Areas Authority is overseen by a highly experienced board that brings a broad range of disciplines including planning, development, economics, financial management, education and housing. Chaired by Chris Banks, five board members were appointed by the Minister on 1 September 2008. Three of these, Chris Banks, Felix Blatt and Frank King were re-appointees and two new members, Ann Keddie and Ian Munro, were appointed. Di Fleming joined the Authority in November 2007. The Authority reports to the Minister for Planning, the Hon. Justin Madden MLC.

A profile of each board member is below.



CHRIS BANKS AM (CHAIRMAN)

Chris Banks AM brings more than four decades of exposure in the housing and urban development industry culminating as Chief Executive Officer of AV Jennings for 11 years and Managing Director of Delfin for 9 years.



FRANK KING (DEPUTY CHAIR)

Frank King is a former Deputy Secretary of the Department of Treasury and Finance. He is President of the Emergency Services Superannuation Board and Chairman of the Centre for Adult Education. He brings to the GAA board an appreciation of the process of government.



FELIX BLATT

Felix Blatt, formerly Chief Advisor Project Management for Rio Tinto, is a Project Management consultant and has extensive experience in infrastructure development and managing major engineering projects.



DI FLEMING

Di brings experience across education, greenfield development and digital design. Di is Director of Accelerated Knowledge Technologies Pty Ltd, Vice President Africa Australia Business Council (Vic) and former founding director of Digital Harbour Pty Ltd with associate professorships at RMIT and Melbourne Universities. Di is a recipient of the Telstra Business Woman of the Year Award (Vic).



ANN KEDDIE

With extensive experience within the industry, Ann Keddie is a Director of Ann Keddie Architects. She is also a sessional member of the Victorian Civil and Administrative Tribunal and a member of the Priority Development Panel and Planning Panels Victoria.



IAN MUNRO PSM

Ian Munro brings to the Board expertise in aligning government and business to achieve investment and jobs growth. In particular, Ian has a detailed understanding of the critical role of land supply and planning in economic development. Ian is a council member of the Victorian Environment Assessment Council and was formerly Deputy Secretary/CEO of Invest Assist in the Department of Innovation, Industry and Regional Development.

ABOUT THE GAA

OUR ROLE

The GAA is an independent statutory body that was established on 1 September 2006 to oversee the planning, use, development and protection of land declared as growth areas by the Minister for Planning.

Our Mission is to be an active partner in creating sustainable and liveable new communities in Melbourne's growth areas.

Our overall aim is to have Australia's best land development system to create well-designed neighbourhoods that provide more lifestyle, housing and employment choices.

The GAA's approach to meeting this goal is to improve the planning processes surrounding the release of land and to provide the Government with in-depth and long-term advice on infrastructure needs.

In doing this the GAA will contribute towards:

- Improving housing and industrial land affordability across Melbourne
- Ensuring new communities are created by delivering a good supply of quality, serviced residential and employment land within the growth areas
- Ensuring new communities are well planned and have access to a range of competitively-priced housing types and locally-based job opportunities
- Ensuring we have a healthy development industry in our State.

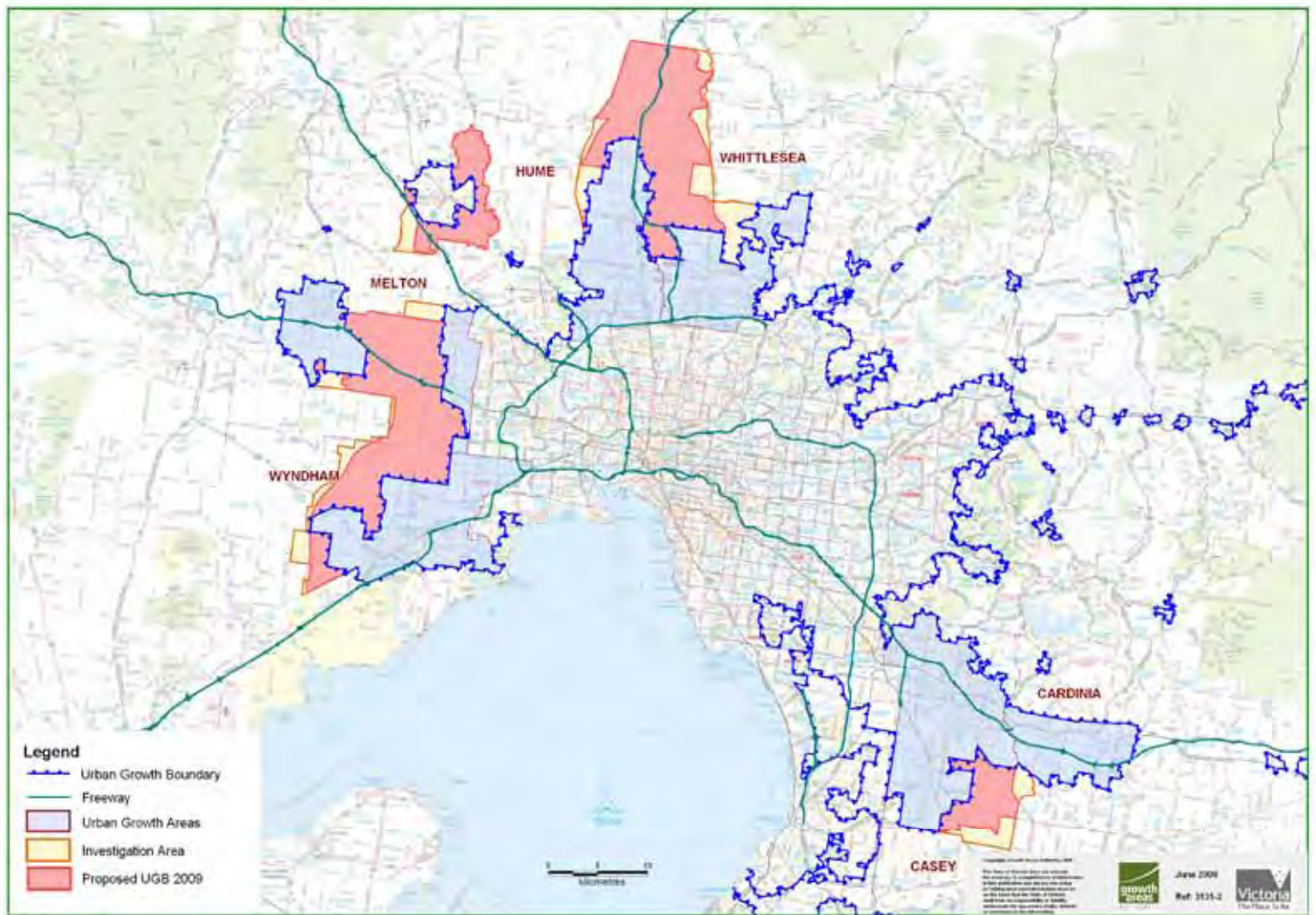
The GAA's core task is to improve planning and infrastructure coordination in the five growth areas: Casey-Cardinia, Hume, Whittlesea, Melton-Caroline Springs, and Wyndham (refer to Figure 1).

OUR OBJECTIVES

Our objectives are listed in the Planning and Environment Act 1987 as being:

- (a) To ensure that development in growth areas occurs in a coordinated and timely manner
- (b) To ensure that infrastructure, services and facilities are provided in growth areas in a coordinated and timely manner
- (c) To promote sustainable development of land in growth areas
- (d) To promote housing diversity and affordability in growth areas
- (e) To promote employment opportunities in growth areas
- (f) To ensure that land is provided for commercial and industrial purposes in growth areas in a co-ordinated and timely manner
- (g) To foster the development of communities in growth areas.

Figure 1 - Melbourne's Growth Areas and proposed changes to the Urban Growth Boundary



MANAGING THE GROWTH AREAS

The objectives outlined above are encapsulated into the three key aspects of the GAA's role namely:

- Maintaining an adequate supply of land for residential and employment development
- Managing the sequencing of development, and
- Creating Liveable new communities.

In all the work the GAA undertakes there is a clear focus on liveability, environmental sustainability and the broad goals of maintaining housing affordability and access to jobs and services.

Over the coming years, we will continue to work on a range of projects in collaboration with council, industry bodies and Government departments to address a number of pertinent issues for the growth areas.

MAINTAINING AN ADEQUATE SUPPLY OF LAND FOR RESIDENTIAL AND EMPLOYMENT DEVELOPMENT

In December 2008, the Premier and the Minister for Planning announced the new planning strategy, *Melbourne @ 5 million*. This policy document built on the previously released *Melbourne 2030*. *Melbourne @ 5 million* is premised on the revised population forecasts of *Victoria in Future 2008*, which recognised faster population growth than earlier anticipated. Melbourne is now expected to become a city of 5 million people before 2030.

This increase in population will result in land in the growth areas being needed sooner than previously anticipated reducing the level of land supply remaining within the current Urban Growth Boundary (UGB). Operating under the revised population forecasts and the accelerated land use projections Melbourne has less than 10 years left of zoned land in the growth areas.

Maintaining sufficient residential land in designated growth areas is a key tool for ensuring supply constraints don't drive up the cost of house and land packages. Careful management of development and housing densities in the growth areas will be vital.

The Government provided the GAA with the planning powers necessary to help complete the remaining Precinct Structure Plans for land currently within the growth areas to maximise the amount of land zoned and ready for development. On its own, this GAA initiative would not be able to ensure that sufficient land is available for future development. Therefore the State Government also announced a proposal to expand the Urban Growth Boundary.

As part of the *Melbourne @ 5 million* strategy, the State Government announced that an additional 50,396 hectares would be included in investigation areas in the outer west, north and south-east for possible inclusion in the Urban Growth Boundary.

During the first half of 2009, the GAA and the Department of Planning and Community Development have been co-ordinating a public submission process ahead of making recommendations on which land should be brought into the Urban Growth Boundary. This proposal was released for public comment in mid 2009, before being considered by State Parliament late in 2009.

There is also a need to plan for an adequate supply of employment land in the growth areas to achieve sustainable growth. Access to jobs that are easily accessible through a variety of transport options close to where people live contributes to the liveability of places. For every house proposed in the growth areas there will be an accompanying target of creating one new job for every household. The Precinct Structure Guidelines produced by the Growth Areas Authority will assist in providing mechanisms to achieve these outcomes.

MANAGING THE SEQUENCING OF DEVELOPMENT

The GAA is committed to strengthening a whole of Government approach to the planning and prioritisation of infrastructure to facilitate timely delivery of services to newly developing communities.

The role of the GAA is to assist in ensuring the integrated planning and implementation of Government services to the growth area. This role involves planning for the coordinated delivery of infrastructure by all the key agencies involved.

In the past, new residential estates on the fringe of Melbourne have been developed without being fully integrated into the transport system and without all the services new residents may need. Parks, local roads, water, sewerage, maternal and child care are provided at the time of subdivision, but other services including public transport links, schools, arterial roads, and emergency services can take longer to come on line.

It is vital that development in the growth areas is timed to occur with infrastructure provision. Fragmented development of land without accompanying physical and social infrastructure can leave residents without the services they need and impose extra costs on State and Local Government grappling to keep up with the demands of development occurring on multiple fronts. This approach is at odds with the need to create more liveable and sustainable communities.

CREATING LIVEABLE NEW COMMUNITIES

Improving liveability in growth areas is a central concern for all levels of Government. The challenge is how to meet the demands of greater Melbourne's growing population at the same time as maintaining liveability.

The Growth Areas Authority launched a *Strategic Framework for Creating Liveable New Communities* in April 2008, which contributes to a whole of Government approach to ensuring new communities are truly liveable, particularly when carrying out the high-level strategic planning of new suburb-scale development.

The production of a suite of new Precinct Structure Planning Guidelines will give practical effect to the GAA's brief to create liveable new communities, not just subdivisions. These Guidelines provide the development industry and councils with a single process to work through to ensure that what ultimately gets built meets residents needs, uses land efficiently and leaves a lighter environmental footprint. But despite being one process these Guidelines will produce myriad, best-practice solutions responding to the needs of communities in particular locations.

The Government announced on 2 December 2008, the introduction of a Growth Areas Infrastructure Contribution to contribute up to 20% of the cost of the provision of State government infrastructure in the growth areas. The value of land within the urban growth boundary and zoned for urban development purposes is significantly higher than adjacent rural land.

All of the revenue collected from this contribution will go towards funding growth areas infrastructure or for growth area planning costs. In order to facilitate the allocation of this revenue, the State Government committed to creating two separate funds for distribution of the contributions received. The revenue collected will be used in the following way:

- 50% will be allocated to partially offset the costs of important infrastructure projects in the growth areas; and
- 50% will be paid into a new Growth Areas Development Fund (modelled on the successful Regional Infrastructure Development Fund) as well as going towards the costs of the Growth Areas Authority.

The Growth Areas Development Fund will provide financial assistance for capital projects in the growth areas, and be open to application for funds. The focus will be on projects supporting economic and community infrastructure in the growth areas. Local governments in the growth areas will be able to apply for funds.

The GAA will report annually on the revenue generated by the Growth Areas Infrastructure Contribution and disbursement of the funds.

OUR PEOPLE AND CAPABILITY

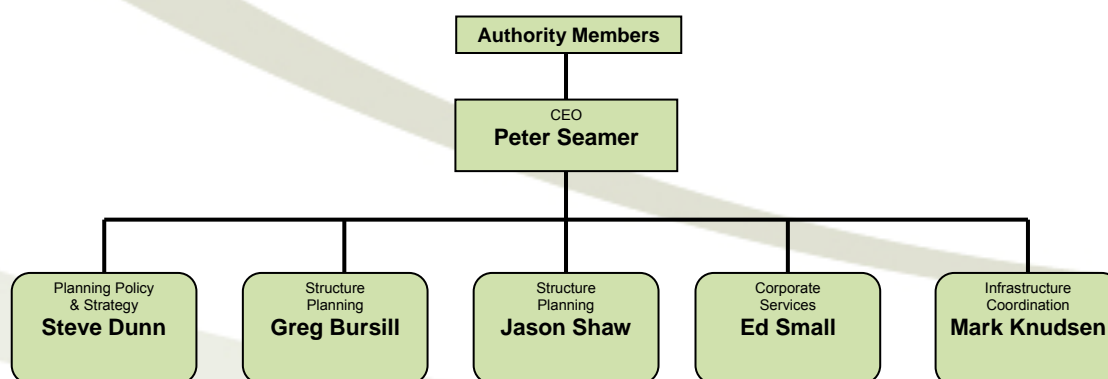
OUR ORGANISATION

EXECUTIVE TEAM

The CEO and the Directors form the Executive Management Team which is responsible for delivery against the overall strategy of the GAA and its relationships with Government, its partners and stakeholders.

The organisation is structured around 4 major activities (5 teams). The teams are organised to optimise the GAA's conducting its activities in the following areas:

- The Planning Policy and Strategy team is responsible for reviewing the growth areas planning system and developing reforms. This includes reviews of the native fauna and flora protection process, and the Aboriginal Cultural Heritage management processes.
- The Precinct Structure Planning activity is handled by two separate teams to deliver the production of the Precinct Structure Plans within the tight timeframe of 2012. These two teams working in partnership with the growth area councils to complete Precinct Structure Plans for land within the existing Urban Growth Boundary in accordance with the agreed timetable. (See the back inside cover of the document for a more detailed summary of Precinct Structure Plans underway within the current Urban Growth Boundary).
- The Infrastructure Coordination team is responsible for working closely with other agencies to ensure that infrastructure in the growth areas is planned and provided in a coordinated and timely manner.
- The Corporate Services team is responsible for good governance (including the finance and administrative functions) and the coordination of economic research activities, including implementation of the Growth Areas Infrastructure Contribution.



STAFF

The ongoing capacity of the GAA relies on the high level of commitment and capabilities shown by our staff. The GAA is committed to recruiting, developing professionally and retaining high performing staff.

The GAA currently has a complement of 34 permanent staff (up from around 32 in 2008/09) supported by extra staff on secondment or contract employees to help meet work targets and to provide expert assistance in key areas. The increase in staff in 2009/10 over the previous year is primarily due to the creation of a second Precinct Structure Planning Team to help ensure the GAA meets its 2012 deadline for finalisation of Precinct Structure Plans for land within the existing Boundary.

A significant proportion of the staff have an urban planning background, as work on Precinct Structure Plans and other aspects of planning reform are enhanced by having experienced staff available to engage with the GAA's stakeholders. The GAA also has other areas of professional expertise including infrastructure planning and co-ordination, policy development, economic analysis and corporate support.

The following table details expected staffing arrangements for the coming year:

Staff	2009/10	2008/09
Executives	6	5
VPS (Non executive)	43	29
Total	49	34

The GAA anticipates its staff levels will not vary significantly from the numbers forecast above over the next few years.

OUR VALUES AND BEHAVIOURS

The Growth Areas Authority aims to demonstrate the following values in its work with its partners to establish liveable and sustainable communities in Melbourne's growth areas. The behaviours of the GAA and its staff in the conduct of its operations are outlined below.

VALUE

BEHAVIOURS

- Leadership:** We provide clarity and certainty, develop new and innovative solutions to problems, provide authoritative advice and lead by example to get things done and make a positive difference.
- Partnership:** We work in collaboration with our stakeholders through genuine consultation, sharing of information, and harnessing their expertise and resources.
- Professionalism:** We act with honesty and openness, are accountable for our actions, are respected for our expertise and high quality and balanced advice.
- Responsiveness:** We are aware of the needs of our stakeholders and strive to provide a high level of service and advice at all times.

OUR COMMITMENT TO THE ENVIRONMENT

The Growth Areas Authority is committed to working towards environmental sustainability in both its operations and in the planning of new communities.

It will do this by:

- Being an environmentally responsive organisation
- Planning for efficient land, energy and water use in new communities
- Improving the liveability of new communities
- Responding to the natural and cultural environment in the planning of new communities
- Developing an in-house environmental policy.

OUR RESOURCES

The Government announced an allocation to the GAA in the 2006 budget as follows:

2009/10	2010/11	2011/12	Ongoing
\$ m	\$ m	\$ m	\$ m
4.80	4.91	4.91	4.91

Where the Government has subsequently made further commitments to the GAA's work program, additional resources have been provided and are reflected in the budget below.

Budget

The Authority has approved the following budget and projections for 2009-2010 and has approved in principal the financial projections for the subsequent two years:

Income

	2009/10 \$ m	2010/11 \$m	2011/12 \$m
Appropriation	4.8	4.9	4.9
Interest	0.2	0.3	0.1
Commonwealth Government Grant	4.1	0.7	
Other Contributions			
• Streamlining	1.5		
• Appropriation PSP (3 years)	1.2	1.3	1.1
• Other		1.0	1.0
Charges	0.1	0.1	0.1
Total Income	\$11.9	\$8.3	\$7.2

Expenditure

	2009/10 \$ m	2010/11 \$m	2011/12 \$m
Executive	0.8	0.9	0.9
Corporate services	2.4	2.5	2.5
Planning Policy & Strategy	3.9	1.9	1.4
Structure Planning	6.7	5.1	3.9
Infrastructure Coordination	1.1	1.1	1.1
Total Expenditure	\$14.9	\$11.5	\$9.8
Net operating income (expenditure)	(3.0)	(3.2)	(2.6)
Accumulated funds Brought Forward (Forecast)	8.8	5.8	2.6
Accumulated Funds at the end of the Period	\$5.8	\$2.6	\$0.0

Equity

	2009/10 \$ m	2010/11 \$m	2011/12 \$m
Net Equity	\$ 5.8	\$2.6	\$0.0

RISK MANAGEMENT

The GAA's risk management processes aim to minimise the consequences of events that could impact on the GAA's ability to achieve its objectives.

The GAA has a Risk Management Policy and a Risk Register in place that is consistent with the Australian Risk Management Standard - AS4360:2004.

Risks have been assessed across a range of risk categories including:

- Strategic Risks - external factors that may drive and/or impact on the GAA's ability to perform its activities in the medium to long term.
- Operational risks - day to day risks.
- Process Risks - human resources, financial and information technology risks.
- Environmental Risks - external factors that may have a direct bearing on the way the GAA conducts its business in the short to medium term.

The GAA's staff have been selected for their experience, and one of the duties of all staff members is to ensure that appropriate Risk Management practices are in place. Risk Management has been incorporated as a performance measure in the attached annual priorities.



OUR STRATEGIC PRIORITIES

To meet our legislative objectives (see page 8) the GAA has identified the following strategic priorities for the three year period 2009 to 2012:

- To manage the program of Precinct Structure Planning occurring in the growth areas (*meets objectives a, b & f*).
- To undertake the planning of precincts in conjunction with our partners (*meets objective a, b, c, d, e, f, g*).
- To facilitate the delivery of better quality, sustainable and affordable developments in the growth areas (*meets objectives a, b, c, d, e, f, g*).
- To streamline the planning and construction approval process (*meets objectives a, b, d, f*).
- To report the supply and demand for both residential and employment land within the Urban Growth Boundary (*meets objectives d and e*).
- To contribute to whole of Government policy making in creating liveable communities in the growth areas (*meets objectives c, d, e, g*).
- To ensure transport, community and utilities infrastructure is delivered in step with the development of precincts (*meets objectives a & b*).
- To co-ordinate the planning and funding of State and local infrastructure across the growth areas in conjunction with other authorities (*meets objectives a & b*).
- To discharge all financial and governance responsibilities of the Authority.

PRIORITIES AND MEASURES FOR 2009/2010

The table below identifies GAA's proposed activities for the coming 12 months to address our strategic priorities, which reflects our corporate objectives.

Priority	Proposed Activity	Performance Measure
To manage the program of precinct structure planning occurring in the growth areas.	Implement the Precinct Structure Planning Program by completing the gazettal of the 40 Precinct Structure Plans contained in the PSP program by June 2012 in order to provide land supply for 90,000 residential lots or 250,000 people.	In the financial year ended 30 June 2010, provide additional residential lots zoned for development purposes in the growth areas in excess of those developed for the year.
To undertake the planning of precincts in conjunction with our partners.	Work with councils, state agencies and developers to deliver priority Precinct Structure Plans.	Substantial progress towards Planning scheme amendments being gazetted for the following 10 Precinct Structure Plans by June 2010: <ul style="list-style-type: none"> ▪ Berwick Waterways (800 residential lots) ▪ Cardinia Road PSP (2,000 residential lots) ▪ Cranbourne East PSP (7,000 residential lots) ▪ Cranbourne West PSP (3,440 residential lots) ▪ Craigieburn R1 PSP (1,161 residential lots) ▪ Craigieburn R2 PSP (3,230 residential lots) ▪ Melton North PSP (1,100 residential lots) ▪ Taylors Hill West PSP (2,400 residential lots) ▪ Toolern PSP (21,000 residential lots) ▪ Truganina South PSP (2,800 residential lots)
To facilitate the delivery of better quality, sustainable and affordable developments in the growth areas.	To implement the new Precinct Structure Planning Guidelines by producing and disseminating PSP notes on specific topics.	Produce and publicize four (4) Precinct Structure Plan notes by 30 June 2010
	Facilitate the creation of employment in the growth areas by use of Precinct Structure Plan guidelines.	Ensure that the PSP process enables the broad GAA goal of 1 job per household to be achieved through all approved PSP's.

Priority	Proposed Activity	Performance Measure
To streamline the planning and construction approval process.	Implement a strategic, whole of growth area approach to the long term management of Native Vegetation and Aboriginal Cultural Heritage through a mapping project in partnership with DSE, AAV and DPCD.	Complete the first stage Aboriginal Cultural Heritage sensitivity mapping for future PSPs by June 2010. Complete the second stage of detailed native vegetation and fauna mapping for future PSPs by June 2010.
To monitor the supply and demand for both residential and employment land within the Urban Growth Boundary.	Develop a strategy for promoting the sustainable development of employment areas in the growth areas.	Prepare a report on a sustainable approach to developing employment areas by 30 June 2010.
To ensure transport, community and utilities infrastructure is delivered in step with the development of precincts.	Cooperatively plan Council and State infrastructure that attracts State funding to ensure robust outcomes for the Growth Areas.	Facilitate Agency/Council strategic planning to enable agreement on scope and priority for Council and Agency Infrastructure projects.
To co-ordinate the planning and funding of State and local infrastructure across the growth areas in conjunction with other authorities.	Develop an Infrastructure Investment Plan (IIP) process covering all Growth Areas in partnership with other departments and councils.	Achieve milestones the development and implementation of the IIP process be developed so that it informs Councils and Agencies 2010/11 budget planning.
To ensure all financial and governance responsibilities of the Authority are appropriately discharged.	Conduct financial operations of the organisation in a controlled and transparent manner.	Annual report produced by the end of September each year with no qualifications in the Audit Report.
	Conduct Authority meetings in accordance with the regulations specified in the <i>Planning and Environment (Growth Areas Authority) Act 2006</i> .	Hold at least 6 Authority Meetings each financial year.
	Ensure the GAA discharges its Risk Management obligations annually.	Risk Management Attestation satisfactorily completed and contained in the Annual Report.



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