

EAST GIPPSLAND
CATCHMENT
MANAGEMENT
AUTHORITY



CORPORATE PLAN 2012/13 – 2016/17

Revised

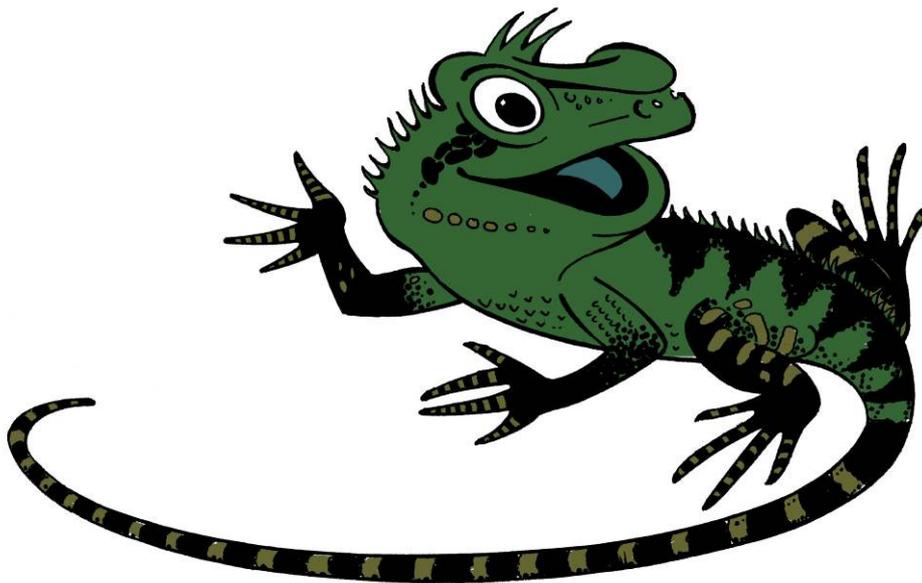


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CHAIRPERSON'S FOREWORD

On behalf of the Board, I am pleased to submit the East Gippsland Catchment Management Authority's (the Authority) Corporate Plan for the planning period 1 July 2012 to 30 June 2017. The scope of the Plan extends to five years but concentrates on the next year's requirements to meet our strategic goals.

This Plan satisfies both the Corporate Plan requirements under the *Water Act 1989* (Water Act) and the Business Plan requirements under the *Catchment and Land Protection Act 1994* (CaLP Act) and Ministerial Guidelines.

This Plan provides specific goals for the functions required by the Ministers. It is a strategic document: important externally to provide transparency to our community, the government and other stakeholders; and internally to provide clarity and focus for our management and staff. It should be read in conjunction with the *Statement of Obligations for Catchment Management Authorities* designed to clarify the Authority's obligations relating to the performance of its functions and exercise of its powers.

The Plan provides the framework for reporting on corporate performance in the Annual Report and describes how we will meet obligations outlined in the Statement of Obligations. The Corporate Plan is a public document and can be viewed on the Authority website.

EXECUTIVE SUMMARY

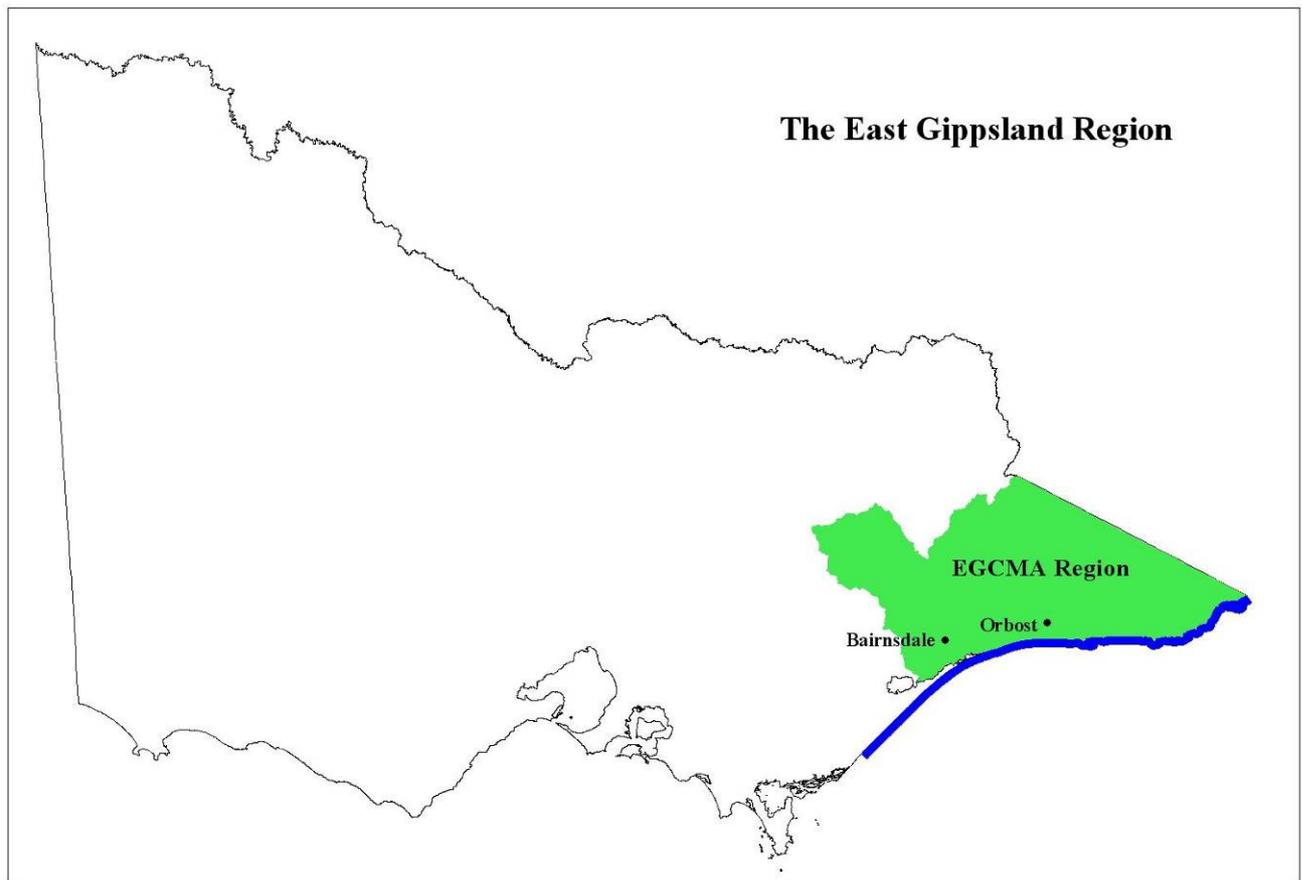


Figure 1. The East Gippsland Region

The East Gippsland Catchment Management Region (Figure 1) covers 2.2 million ha of land, lakes, and coastal waters out to 5.5 km, in the eastern-most part of Victoria. It is entirely south of the Great Dividing Range and includes the catchments of streams from the Mitchell River eastwards. The region covers about ten per cent of Victoria.

The region includes most of the East Gippsland Shire, the northern part of the Wellington Shire, and that part of the Alpine Shire south of the Great Dividing Range. It abuts the Wangaratta Shire and the New South Wales Shires of Snowy River, Bombala, and Eden Valley.

The Victorian Alps and mountains of the Great Dividing Range extend from the west to east across the northern boundary of the region. Foothills, lowland forests and coastal complexes to the south also extend from west to east, while rivers generally run north to south through the region, dissecting these landforms. Some catchments, such as the Mitchell, Tambo, Snowy and Cann River catchments include deep, mid-catchment, mountain basins, which have been extensively cleared for dryland agriculture.

Major land uses and industries include conservation, agriculture, tourism, native forestry, plantation forestry and fisheries. About 80% of the land of the region is in public ownership, mainly as State Forests and National Parks.

Most freehold land is used for farming, ranging from large commercial enterprises to small 'rural residential' properties. Cities and towns occupy a small proportion of land in the region.

Some of the important features of East Gippsland are:

- The Gippsland Lakes, which have significant environmental, social and economic value and are on the Ramsar List of Wetlands of International Importance;
- Its array of streams, especially the wild rivers, including the iconic Snowy River and Victoria's biggest unregulated stream, the Mitchell River;
- Its long coastal reach with undeveloped estuaries, ocean beaches and spectacular headlands;
- Its mountains and forests, which provide great scenery, clean air, clean water, recreational opportunity and forestry products;
- Its scenic and productive farming lands, especially in the river valleys; and
- Its living wealth in the form of native plants and animals, some of which occur only in this region.

The Mitchell, Tambo, Snowy, Cann and Genoa Rivers have substantial alluvial floodplains in their lower reaches. The alluvial floodplains are the sites of the region's highly productive irrigation areas, including the Lindenow flats (Mitchell River), Bruthen Flats (Tambo River) and the Snowy River flats. The flats are used intensively for horticulture, dairying, and cattle production.

The 'Red Gum Plains' are located in the south-west of the region, and extend from Bairnsdale to the Perry River in the west. The plains were originally covered by Red Gum and native grasses. The area is now used predominantly for dryland agriculture, but society now places an increased emphasis on the value of small remaining areas of Red Gum forest.

A complex of dunes and coastal vegetation extends along most of the coastline. The region includes the area of ocean out to three nautical miles from the coast.

1. PART A: STATEMENT OF CORPORATE INTENT

1.1. BUSINESS OBJECTIVES

The Authority business objectives reflect those long term aims of the Regional Catchment Strategy (RCS) Vision for East Gippsland as follows:

The 2050 Environment

A rich, biologically diverse region, managed on sound scientific principles in a way that responds to the values and needs of its human communities; a place where residents and visitors alike respect and conserve its natural wealth, as a foundation of the well-being; a place whose people, acting for all Australians, accept collective responsibility for the region's future.

Goals to achieve this vision:

- Efficient and sustainable use of East Gippsland's natural resources for a prosperous community
- Improved conservation management of flora and fauna
- Improved water quality and improved stream management

1.2. MAIN BUSINESS UNDERTAKINGS

The main business undertakings of the Authority in achieving the RCS vision are set out in governing legislation. These are:

1. CALP Act 1994:

Coordinating the Regional Catchment Strategy and supporting plans

We complete the Regional Catchment Strategy and associated action plans and oversee implementation, monitoring and evaluation.

Community Engagement

We help build government and community cooperation in maintaining our natural resources.

2. Water Act 1989 - Caretaker of River Health:

On-ground river health works

We oversee river health works guided by the Regional River Health Strategy through our own contractors, partner agencies and organisations.

Statutory Functions

We license works on waterways and assess planning referrals on floodplains.

Community Engagement

We help build government and community cooperation in maintaining and improving the health of our rivers.

1.3. NATURE AND SCOPE OF ACTIVITIES

The key activities of the Authority are also split along the lines of the Governing Acts listed above.

CALP ACT 1994

Our CaLP Act activities are very much about completion and implementation of the RCS. These responsibilities involve helping coordinate natural resource directions and activities with our partner organisations, agencies and community groups and individuals. We coordinate integrated NRM investment and planning on behalf of the region. A range of national, state and regional planning frameworks are relevant.

Regional Catchment Strategy

Key in the NRM Planning structure is the RCS, which provides a strategic framework for the management of natural resources in the region. The RCS provides an umbrella for action plans dealing with specific issues such as river health, salinity, native vegetation and biodiversity. It also provides an important reference point for investment in NRM programs. The planning horizon for the RCS is six years. The East Gippsland RCS was accredited in 2006.

The Authority's RCS 2012 has been completed within the budget and timeline parameters set by the Board in April 2011. The 2012 RCS is based on analysis of a regional assets framework. Within this framework, the natural assets of East Gippsland are systematically analysed to determine their values, threats to their values, risks to their future condition. From this analysis, priorities for management of the region's natural assets for the next 6 years are derived.

Other Policies and Frameworks

There are a number of other state-wide policies and frameworks that determine our planning approach. The Authority ensures that its strategic direction aligns with the state-wide strategies such as Victoria's Native Vegetation Framework, the Bio-security Approach, the Gippsland Sustainable Water Strategy and the Victorian Waterway Management Strategy.

Monitoring and Evaluation

The Department of Sustainability and Environment and CMA's, have initiated a state-wide collaborative project to improve reporting, monitoring and evaluation systems to facilitate a state-wide framework informed by consistent regional information. The first stage of agreeing on a MER framework together has been achieved.

Guided by the framework, a series of projects are underway to improve standards, data transfer and consistency across all CMA's. These projects are being overseen collectively with the first stages of development due for completion during this planning year.

The Authority fully supports this need and has directed the Authority MER effort towards fulfilling our responsibilities to this task.

Natural Resource Plans

Upon completion of the Victorian Waterway Management Strategy the authority will be required to write a Regional Waterway Strategy. Development of the regional strategy is in the early stages. The Authority is preparing for completion of the regional strategy to consultation draft stage by end of June 2013.

WATER ACT 1989

The Authority activities under the Water Act are largely about completing major works programs on our rivers consistent with the Victorian River Health Strategy fulfilling our floodplain statutory responsibilities consistent with Victorian Policy and regulatory frameworks and implementing the recommendations of the Gippsland Sustainable Water Strategy.

On-Ground Works

The Authority has the responsibility as Caretaker of River Health under the Water Act. Part of fulfilling this role is to complete remedial works on the region's waterways.

The Authority has priorities identified in the East Gippsland Regional River Health Strategy and seeks funding from government programs that align with these priorities.

Environmental Flows

The Gippsland Sustainable Water Strategy process was completed last year and includes a series of actions that require input from the Authority as follows:

1. Establishing local management plans for water extraction from our major rivers such as the Tambo and Mitchell, and
2. Establishing a monitoring plan for important wetlands linked to the Gippsland Lakes such as Jones Bay and McLeod Morass.

Further, the Authority will be involved as a steering committee member for the ongoing investigation of options for providing improved water security in the Lindenow Valley.

ENGAGEMENT ACTIVITIES

The board refreshed the membership of the Communications and Engagement Committee in February 2012 and the Authority continues to work towards achieving the goals identified in the Engagement Plan.

Communication priorities for next year will revolve around two major projects:

1. Roll out of communication tools to support the Regional Catchment Strategy renewal. Works will involve newspaper articles highlighting the priorities within the RCS.
2. Secondly, the Authority will review the outdated website to integrate other information systems so that viewers have improved access to authority information.

The Authority will once again hold key public events in each river basin to inform and educate the local community on natural resource management issues. Officers will continue to capture their engagement activity in our databases and seek to capture community perception of our key goals and any attitude changes.

1.4. KEY CHALLENGES AND OPPORTUNITIES

Implementation of the government policy on sea level rise will be a major challenge for all planning Authorities this coming year.

The Authority and the East Gippsland Shire Council are working with other government agencies and community members to address long term planning issues that rising sea levels will generate.

Ongoing discussion with council and our community will be pivotal to a coordinated response and ensuring a solid understanding of the long term issues we will be preparing for.

1.5. KEY BUSINESS PARTNERSHIPS

Our ability to fulfil our CaLP Act responsibilities referred to in section 1.3 is entirely dependant on our success in developing community and agency co-operation in project planning and delivery.

The Authority continues to work productively with many project partners such as DSE, DPI, Parks Victoria, Landcare, Gippsland Coastal Board, East Gippsland Shire Council, Trust for Nature, Conservation Management Networks, and Greening Australia. Their links extend further into the broader East Gippsland community through individual project involvement.

The Authority has extended these links in a more formalised fashion through the development of Program Working Groups (PWG's). All programs within the RCS have a designated PWG made up from the appropriate areas of regional expertise regardless of agency links; therefore we have members from agencies and groups such as DSE, DPI, PV, Trust for Nature, Landcare and the Gippsland Coastal Board to name a few. Programs and projects have been developed collectively to ensure the greatest opportunity for collaboration. These groups will be refreshed once the new Regional Catchment Strategy is approved.

In East Gippsland we continue to enjoy a cooperative environment where this integration is done extremely well.

Landcare, through the East Gippsland, Snowy River Interstate, and Far East Victoria Landcare Networks, continues to be a key partner in the region. Landcare also interacts very effectively with programs funded elsewhere.

Arrangements are in place with West Gippsland CMA underpinning the joint Statutory and Environmental Flows units established in 2005.

There are no contractual arrangements between agency partners except those related to projects included in the Service Level Agreement (SLA) underpinning investment to the region.

1.6. NEW ARRANGEMENTS AND SIGNIFICANT ACTIVITIES

The Authority has agreed to an arrangement with the Gippsland Lakes Ministerial Advisory Committee (GLMAC) whereby it will provide a hosting service for any employment requirements, project financial management and secretarial support required by the committee. This arrangement will see two new staff employed by the Authority to support the GLMAC.

1.7. BUSINESS RISKS AND MITIGATING CONTROLS

Risks rated “High” - extracted from the Authority’s Risk Framework:

Risk	Current Controls
Operations – OH&S Issues with Employees and Contractors	<ul style="list-style-type: none"> • OH&S system in use with constant review for improvement • Robust committee with committed reps • Periodic expert review by OH&S consultant • Stringent contractor and employee induction • Rigorous project risk assessments • Site risk assessments supported by SWMS • Diligent supervision by field staff • Spot checks • Training needs analysis for all staff • Insurance • Scheduled project site and quality audits • Strong documentation • Review of project files at close out as audit process • Tender process included higher OH&S standards for current term. • Culture of reporting accident/incident/hazard • Annual program of compliance audits and testing • Monitoring and reporting by committee
Strategy & Planning – Flood Level Declarations	<ul style="list-style-type: none"> • Insurance • Skilled and qualified steering committee • Quality data acquisition • Data checking and analysis • Independent peer review
Stakeholder Engagement – Inadequate Attention to Community Engagement	<ul style="list-style-type: none"> • CEO approved Engagement Plan • Communication of strategies and goals in media • Capture of engagement data in ACE • Project management procedures strengthening engagement efforts • Staff training in engagement as required • Utilising ACE data for Board reporting - CEO level & Authority summary • Communications Sub Committee re-established February 2012 • New sub committees formed Dec 2011; Land Programs, Program Working Groups.
Operations – Project Management Procedures & Documentation Lacking	<ul style="list-style-type: none"> • Documented project management procedures in place • Review process on an ongoing basis by all participants • Strong management oversight and approval • Internal audit reviewing effectiveness • Works register in place • Project procedures now in OPPS database.
Governance & Management – Poor financial management	<ul style="list-style-type: none"> • Clear and strong policy and procedure. • Sound budgetary process. • Regular robust reporting. • Internal controls. • Internal and external audit.

Risk	Current Controls
	<ul style="list-style-type: none">• Financial software with integrity.• Audit Committee oversight.
	<ul style="list-style-type: none">•

1.8. OUR PRINCIPLES AND VALUES

The Authority adopts the following State Government values documented in section 7 of the *Public Administration Act 2004*.

Responsiveness

- Providing frank, impartial and timely advice to the Government
- Providing high quality services to the Victorian Community
- Identifying and promoting best practice

Integrity

- Being honest, open and transparent in our dealings
- Using powers responsibly
- Reporting improper conduct
- Avoiding real or apparent conflicts of interest
- Striving to earn and sustain public trust of a high level

Impartiality

- Making decisions and providing advice on merit and without bias, caprice, favouritism or self-interest
- Acting fairly by objectively considering all relevant facts and fair criteria
- Implementing Government policies and programs equitably

Accountability

- Working to clear objectives in a transparent manner
- Accepting responsibility for our decisions and actions
- Seeking to achieve best use of resources
- Submitting ourselves to appropriate scrutiny

Respect

- Treating others fairly and objectively
- Ensuring freedom from discrimination, harassment and bullying
- Using our views to improve outcomes on an ongoing basis

Leadership

- Actively implementing, promoting and supporting these values

1.9. OUR GOVERNANCE STRUCTURE

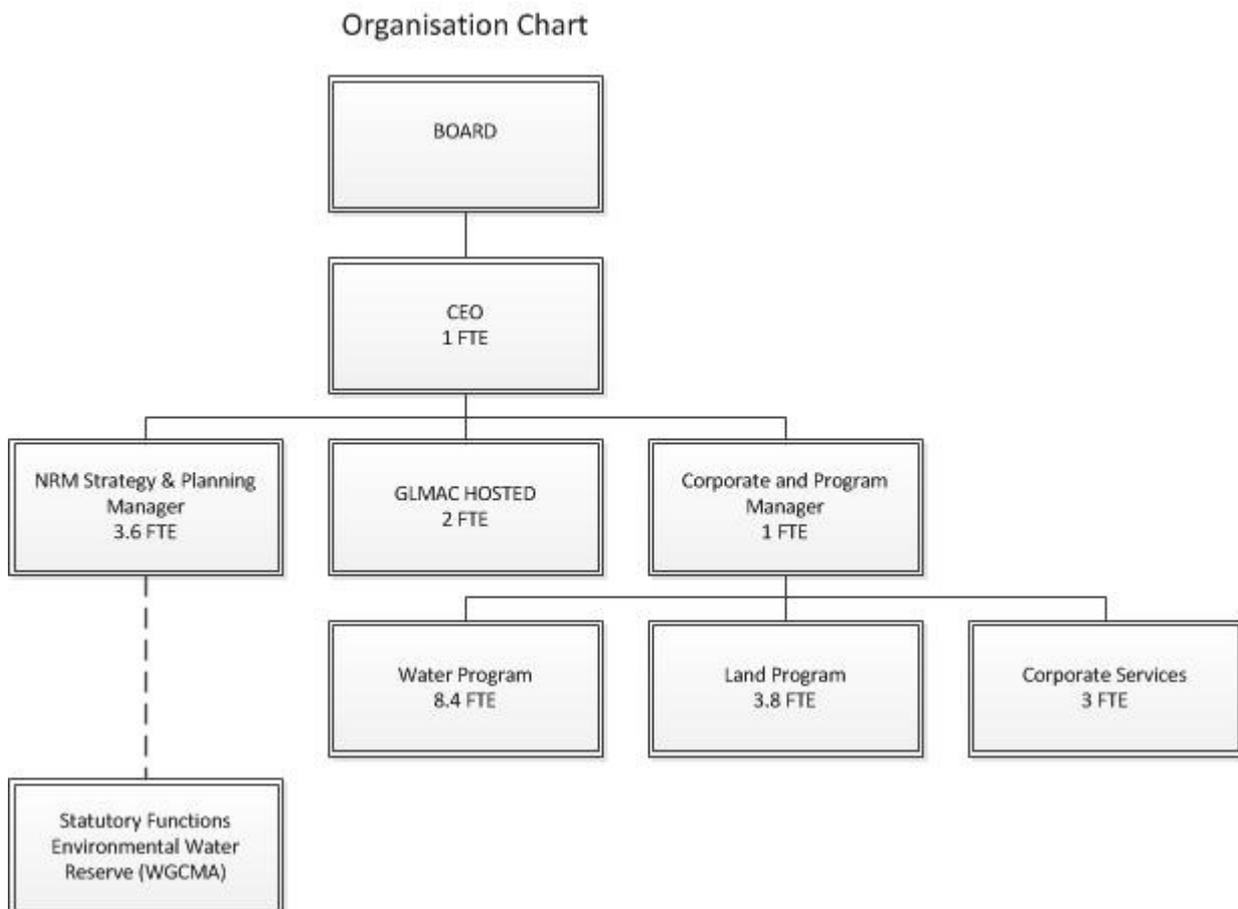
ESTABLISHING LEGISLATION

The Authority exists within the legislative framework below, with a degree of independence from the Department of Sustainability and Environment (DSE). Notwithstanding this independence, the Authority is a statutory entity and must meet its obligations written either in the form of legislation or as government policy. As such, the Authority must operate within the existing government policy frameworks at all times.

Obligations of the Authority are largely contained in the following Acts:

- *Water Act 1989*
- *Catchment and Land Protection Act 1994*
- *Financial Management Act 1994*
- *Audit Act 1994*
- *Freedom of Information Act 1982*
- *The Information Privacy Act 2000*
- *Public Administration Act 2004*

This Authority adopts the Governance Guidelines for DSE Portfolio Statutory Authority Board Members, the State Services Authority Good Practice Guide on Governance for Victorian Public Sector Entities and abides by the Code of Conduct for the Victorian Public Service and the State Services Authority Directors' Code of Conduct.



BOARD

In carrying out its responsibilities, the Board undertakes to serve the interests of Government, employees, customers and the broader community honestly, fairly, diligently and in accordance with applicable laws.

The Board sets strategic goals, objectives and performance targets of the Authority in conjunction with management and government (Corporate Plan) and monitors the implementation of those plans.

The Board delegates to the Chief Executive Officer the responsibility for managing the day-to-day operations of the Authority.

COMMITTEES

The board maintains several Committees, with specific delegations documented in approved Terms of Reference reviewed annually.

Communications & Engagement Committee

Responsibilities include:

- Oversee annual review of the Board Engagement Plan and recommend the completed plan to the board for endorsement.
- Oversee implementation of the Board Engagement Plan.
- Oversee production of the Annual Report.

RCS Committee

Responsibilities include:

- Work as a steering committee on the RCS and recommend the document to the board.

Audit and Finance Committee

Responsibilities include:

- Engaging the internal auditor
- Setting the scope of work and ensuring the independence of the internal audit
- Reviewing results of internal and external audits
- Recommending accounting and risk management policies to the Board
- Monitoring compliance with laws, regulations and financial codes of practice
- Reviewing financial reports, financial performance and recommending budgets to the Board

Occupational Health & Safety Committee

Responsibilities include:

- Involving management and employees in the formulation and implementation of health and safety standards in the workplace.
- Communication and consultation with all staff

Remuneration Committee

Responsibilities include:

- Overseeing the performance review, remuneration and personal development of the CEO.

Land Programs Committee

The panel is skills based and comprises a broad cross-section of community interests.

Responsibilities include:

- Recommend prioritisation and/or endorsement of all Land Program proposals to the Authority
- Review all large scale programs and targets proposed by the Program Working Groups (PWG's) for recommendation to the board.

Program Working Groups (PWG's) Committee

The Program Working Groups (PWG's) are advisory committees of the Authority. They are established to improve the coordination of the NRM activities into a program of works designed to meet the objectives of the East Gippsland Regional Catchment Strategy and supporting plans.

Tasks

- Utilise relevant Regional Strategies and Plans to recommend a list of no more than eight (8) key program priorities for the next 5 Years.
- Align program priorities with the Victorian and Commonwealth Government priorities of the day
- Once approved, develop 5 year programs to implement these priorities
- Recommend annual strategic program directions to the Authority for communication to the groups involved in the delivery of East Gippsland projects.
- Implement Monitoring, Reporting and Evaluation processes that enables adequate measurement of the program outcomes at a regional level
- Review the progress of projects against program targets and provide advice to the Authority on the progress of the program.
- Review relevant sections of the RCS and recommend to the Authority any program changes for improvement

Gunaikurnai Land & Waters Aboriginal Corporation (GLaWAC) Reference Group Committee

The purpose of the GLaWAC Reference Group is to provide a forum for sharing information and ideas of mutual interest to the two organisations. The Reference Group will provide an avenue to coordinate dialogue and projects between the GLaWAC and the Authority.

Lower Snowy Project Committee

Responsibilities include:

- Overseeing development of management options for the Lower Snowy for recommendation to the board.

Lindenow Valley Water Security Committee

The committee members are ministerial appointments to a broader committee (The Lindenow Valley Water Security Committee) established by the Minister for Agriculture and Water Security to investigate options for providing improved water security for Lindenow Irrigators.

Responsibilities include:

- Ensuring the board is kept informed of the dealings of the ministerial committee progressively through the project.

Native Vegetation Committee

Responsibilities include:

- Further development of the HabHa Bank proposal and consider and recommend alternatives to the existing Native Vegetation Framework to the board.

Green Team Committee

Responsibilities include:

- Developing and implementing the Authority's Environmental Resource Smart Strategy.

STAFFING LEVELS

Employment levels vary, dependent on funding and the workload of the Authority. The Authority employs staff to deliver its own responsibilities under the *Water Act* and utilises partner agencies to deliver land based projects linked to the *CaLP Act*. Breakdown of FTE's is as follows:

Year	2010/11	2011/12	2012/13 #
Executive Officer and Managers	6	6	6
Corporate Services	3	3	3
Operational and Engagement Staff	15	12.8	13.8
TOTAL	24	21.8	22.8

Includes 2 employees to be hosted on behalf of the Gippsland Lakes Ministerial Advisory Committee.

There are no planned staffing changes for 2012/13.

TRAINING AND DEVELOPMENT

The Authority is committed to ongoing training and development of our people (see Human Resources Policy). The Authority sets aside more than 1% of our total labour cost for training and development, allocated based on the development needs identified in the Authority Performance Review and Development process.

1.10. FUNDING OF THE CORPORATE PLAN

The activities outlined in the corporate plan are funded primarily through the Victorian Investment Framework, the corporate allocation and bids made under Caring For Our Country. A summary of major government investors follows:

Victorian Government

Snowy River Rehabilitation	\$1.5 million
On Ground Works	\$1.1 million
Natural Resources Investment Program	\$0.7 million
Gippsland Lakes Environment Fund (GLMAC)	\$4.4 million
Other State Programs	\$3.3 million

Commonwealth Government

Caring For Our Country	\$2.3 million
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Other

Interest Earned	\$0.4 million
Total	\$13.7 million

The Authority charges projects fixed overheads on a basis that recovers actual cost as it is incurred. A more detailed description of the methodology for overhead charges can be found as part of the financial statements.

Reporting and Review of the Corporate Plan

The Board monitors progress against objectives of the Corporate Plan at every meeting. Shortly after completion of the planning year, the board again reviews organisational performance against the Corporate Plan and reports the results in the Annual Report to the Minister.

In the event that the board identifies the need for a significant change in direction and/or changes to key strategies, it will amend the Corporate Plan at any time during its life.

2. PART B: BUSINESS PLAN

2.1. RIVER HEALTH PERFORMANCE MEASURES

The East Gippsland Regional River Health Strategy was endorsed by the Victorian Government in 2006 and establishes a framework for community, industry and Government to work in partnership to restore and manage our rivers over the long term.

The strategy is the result of extensive community input and identifies our regional priorities for river health. As the Caretaker of River Health, this strategy is the primary driver for the Authority on-ground works program over the next five years. The individual actions proposed are too numerous to mention but are simply summarised in our catchment goals presented below:

We will achieve the following Catchment goals:
1. The willow control works completed in the Mitchell River by June 2009, will be consolidated as free of willows. An additional 50km above the Glenaladale off-take will be fenced from grazing stock and revegetated.
2. The Tambo and feeder streams will be free of willows above Ramrod Creek.
3. The Nicholson and feeder streams will be free of willows and have a continuous riparian zone between the Princes Highway Bridge and the Great Alpine Road fenced from grazing stock.
4. The Snowy catchment will be free of willows from the Victorian headwaters to the Jarrahmond Gauge. The floodplain reach will have a continuous riparian zone from the Jarrahmond gauge to the estuary fenced from grazing stock.
5. The Bemm River will be free of willows and fenced from grazing stock.
6. The Cann River channel will be stabilised in the floodplain reach. All reaches above Weeragua and below the Princes Highway Bridge will be free of willows.
7. All rivers East of the Cann will be free of willows and fenced from grazing stock.
8. Environmental Water Reserves will be established for all waterways in East Gippsland

The Authority will continue to advance baseline data, measures and indicators for progress against these goals. This is a major undertaking involving extensive field monitoring and analysis which will be a component of implementing our MER plan.

2.2. ENGAGEMENT PERFORMANCE MEASURES

The Authority has engagement responsibilities listed under the CaLP and Water Act. To articulate our engagement philosophy and methods we have an approved Engagement Policy and Implementation Plan reviewed by the board annually. Similar to our Catchment goals above the Authority has an established list of Engagement Goals as follows:

We will achieve the following engagement goals: The EGCMA will -
Increase community awareness & satisfaction
Conduct effective engagement activities
Increase participation with stakeholders
Manage enquiries promptly and accurately
Stimulate knowledge and attitude change
Identify key NRM issues to inform strategies

2.3. BOARD APPROVED PROJECTS

The board, at its February 2012 meeting, allocated \$900,000 of interest earnings from 2010 to 2011 to supplement the State Government's existing investment in on ground river health works.

During 2012/13, the Authority will utilise \$335,000 of these funds to maintain on-ground works momentum from previous years. These projects will be consistent with our Catchment Goals and River Health Strategy. Planned works include willow control, fencing and revegetation in the Mitchell and Far East basins.

An amount of \$100,000 of the board allocation has been utilised on the Waterwatch program. This was unfunded in the 2012/13 VIF. Rather than cease this valuable program altogether, we are taking the opportunity to transition the schools education component to be one delivered by teachers using material we provide. In addition, we are shifting the responsibility for engaging volunteer monitors to the Water Program staff.

2.4. STATE FUNDED PROGRAMS (VICTORIAN INVESTMENT FRAMEWORK)

Water Program

In the Mitchell basin there is a focus on stock exclusion fencing and willow control on the Dargo and Mitchell Rivers, from the Dargo Township to the East Gippsland Water take off point. Bank stabilisation works will also be undertaken on the lower Mitchell to minimise the impacts of bank erosion.

On-ground works in the Nicholson / Tambo basin will consolidate previous works, including stock exclusion fencing on the Nicholson River, between the Great Alpine Road and the Princes Highway and willow control on the Tambo River from Swifts Creek to the Bruthen Bridge. In addition to these works, bank stabilisation on the estuarine reach of the Tambo River will be completed to minimise the risk of further erosion.

The Snowy rehabilitation works will continue and begin moving into the maintenance phase. This year the Indigenous works crew will maintain the majority of sites on the lower Snowy. Willow maintenance on the main branch of the Snowy River from the Border to Jarrahmond and the Buchan from Glenmore to the confluence of the Snowy will also continue.

Willow control and removal in the Deddick River and surrounding tributaries will continue and consolidate past works. There has been substantial work undertaken in the Buchan River since 2005. The lower Buchan is 100% fenced and weed control and revegetation work is necessary to keep the riparian areas on trajectory.

In the Far East basin, stock exclusion fencing and revegetation on the Cann and Combienbar Rivers will continue. Bed and bank stabilisation works on the Combienbar River will reduce the risk of further deepening and widening of the river through the freehold section.

Land Program

Notwithstanding that the Land Programs component of the 2012/13 East Gippsland VIF Regional Investment Plan (RIP) continues implementation of the 2005 Regional Catchment Strategy, its development has been influenced by the strategic thinking that was applied to the preparation of the 2012 RCS.

The Land Program has seven projects funded through the Victorian Investment Framework (VIF) covering three themes: biodiversity protection/enhancement; sediment/erosion mitigation; and Landcare/land stewardship. Six of these projects address priority actions for priority natural resource assets across the three broad geographic sub-regional areas that were used to structure the funding bid (Gippsland Lakes and Hinterland, the Alps and Uplands, and the Far East). The other project, Regional Landcare Coordination, is of a region wide nature.

The above themes reflect the most important Land Program application of investment in the region, and builds on work completed with previous investment. Much of the proposed 12/13 investment is directed at maintaining the condition of the natural assets of the region that are currently in good condition. A majority of the proposed investment will be deployed on public land, given the high proportion of public land in the East Gippsland region.

Activities in the biodiversity theme will protect and enhance biodiversity assets through habitat protection, restoration and management, threatened species management and invasive plant and animal control. Sediment/erosion mitigation activities to be undertaken in the Gippsland Lakes and Hinterland area will reduce sediment and nutrient input entering the Gippsland Lakes from the Mitchell and Tambo basins. This will be achieved through increasing groundcover and soil carbon,

and remediating 10 significant sediment source sites in the catchment. The Landcare/land stewardship themed projects will support three Landcare networks and 33 Landcare groups. They will enable groups and networks to deliver activities including on ground works, capacity building, innovation through trials, and maintenance and promotion of Landcare in the region.

With the exception of the region wide project, the Land Program projects will be managed and undertaken by one or more of our regional delivery partners, being State agencies, Local government, NGOs or community organisations. The Authority will assume a coordination and oversight role through the implementation and reporting phase of these projects. This approach reflects the region's proven delivery model, which relies on activities being undertaken by the land manager or the organisation best placed to do so.

East Gippsland Region Victorian Investment Framework Outputs for 2012/13

Output	Qualifier	Unit of Measure	12/13
Action Plans and Statements	Other	No. completed Total	3
Asset condition monitoring	Surface water / inland aquatic	No. of databases maintained Total	1
		No. of reports produced Total	1
		No. of sites monitored Total	6
Awareness raising	Other	No. of events held Total	102
		No. of participants Total	785
Community Groups Supported	Landcare	No. of groups supported Total	34
	Other	No. of groups supported Total	1
	Waterwatch	No. of participants Total	20
		No. of sites monitored Total	70
Completed high priority actions at high priority sites in Actions for Biodiversity Conservation database (RES.1)	No Qualifier	Percent of sites Total	33
Conservation Agreements	Agreements between landholder and agency	Area covered (ha) Total	12
Fence Remnant Vegetation	Within Riparian zones	Area fenced (ha) Total	14
		Length of river (km) Total	4
Grazing regime change	Other	Area established (ha) Total	1,745
Guidelines and Codes	Codes of Practice / Guidelines	No. completed Total	1
Institutional Capacity to support delivery of VIF (ICR.6)	No Qualifier	No. of activities Total	7
Land treated under soil conservation practices	No Qualifier	Area treated (ha) Total	3
Managed for natural regeneration	Other terrestrial zones	Area managed (ha) Total	1,100
	Within Riparian zones	Area managed (ha) Total	79
Management of Significant Species	Birds	Area of habitat managed (ha) Total	10,020
	Flora	Area of habitat managed (ha) Total	929
	Mammals	Area of habitat managed (ha) Total	25,050
Permit Applications	Waterway works	No. of permits issued Total	60

Pest inspections	Other	Area of land inspected (ha) Total	560
		Length of land or waterway inspected (km) Total	127
	Regionally Controlled Weeds	Area of land inspected (ha) Total	1,050
		Length of land or waterway inspected (km) Total	60
	Regionally Prohibited Weeds	Area of land inspected (ha) Total	551
		Length of land or waterway inspected (km) Total	1
Willow	Area of land inspected (ha) Total	12	
	Length of land or waterway inspected (km) Total	235	
Pest treatment	Other	Area treated (ha) Total	1,078
		Length of waterway or land treated (km) Total	134
	Regionally Controlled Weeds	Area treated (ha) Total	160
		Length of waterway or land treated (km) Total	23
	Regionally Prohibited Weeds	Area treated (ha) Total	11
		Length of waterway or land treated (km) Total	1
Willow	Area treated (ha) Total	1	
	Length of waterway or land treated (km) Total	216	
Planning referrals / referrals received	Floodplain	No. received Total	380
Property management plans (including EMS)	Other	Area covered by plans (ha) Total	550
Regional NRM plans and sub-strategies	Regional River Health Strategy	No. completed Total	1
Revegetate with indigenous vegetation	Other terrestrial zones	Area of indigenous revegetation (ha) Total	36
	Wetlands	Area of indigenous revegetation (ha) Total	2
	Within Riparian zones	Area of indigenous revegetation (ha) Total	346
		Length of river (km) Total	90
Sites treated for soil erosion through engineering works or fencing	Other	Area treated (ha) Total	53
		Length of river protected (km) Total	5
Skills and Training	Other	No. of events held Total	17
		No. of participants Total	26
Stream bank stabilised	No Qualifier	Length of river protected (km) Total	1

2.5. COMMONWEALTH FUNDED PROGRAMS

The Authority coordinates the Australian Government's (AG) natural resource management funding that comes to the region via their Caring for Our Country (C4OC) program. C4OC project proposals developed by the Authority and our delivery partners need to be consistent with the annual C4OC Business Plans. There are two C4OC investment approaches of most relevance to this region – the Regional Base-level funding and the open call facility.

Regional base-level funding is provided by the AG to identified regional organisations in the 56 NRM regions across Australia. In Victoria, the funding is provided to CMAs. In the four years to 2012/13, East Gippsland region, via the Authority, has been allocated \$2.335 million per annum in Regional base-level funding. This funding has to be directed towards targets relevant to the region in the Business Plans, and involves a specific application process undertaken by each NRM organisation. The Authority chooses to pass much of this funding on to regional NRM agencies and organisations (delivery partners) consistent with the Authority's CALP Act role, particularly in relation to implementation of the Regional Catchment Strategy.

The Authority's negotiation with the AG concerning the 2010/11 allocation of Regional base-level funding to East Gippsland also confirmed the activities that would be funded in the following two years, including 2012/13, which is the final year of the current C4OC program.

For 2012/13, the region's C4OC funded package comprises 5 components. Each component includes a funded monitoring, evaluation and reporting (MERI) element and a core operating expenses element, which are functions managed by the Authority

The Indigenous Participation component (\$150K) will use Traditional Ecological Knowledge in community education to support biodiversity, coastal and other conservation outcomes in East Gippsland. The lead delivery responsibility rests with the Gunaikurnai Land and Waters Aboriginal Corporation, in partnership with the Authority.

The Protecting the Best component (\$550K) supports the broader Protecting the Best initiative by funding predator control to protect 2 threatened species (Brush-tailed Rock Wallabies and Spot-tailed Quolls), weed control in 2 EPBC listed communities (Coastal Vine Thicket and Silurian Limestone Pomaderris Shrubland), control of Weeds of National Significance (serrated tussock, Chilean needle grass, blackberry, bitou bush and boneseed) on public land and freehold perimeters, and weed control in the Snowy/Brodribb High Conservation Value Aquatic Ecosystem (HCVAE). The key delivery partners are Parks Vic, DSE, Far East Victoria Landcare and East Gippsland Shire.

The Highlands Down component (\$255K) supports the broader Highlands Down initiative by funding weed control and native vegetation restoration in the Mitchell/Wonnangatta HCVAE. The delivery partner is Parks Victoria.

The Back from the Brink component (\$595K) is a native vegetation management project that entails native habitat on private land managed to reduce critical threats in EPBC listed communities, and the voluntary establishment of conservation covenants on private land. The lead delivery partner is Trust for Nature, with support from Gippsland Plains Conservation Management Network, East Gippsland Rainforest Conservation Management Network, East Gippsland Landcare Network, Department of Sustainability & Environment and landholders.

The Sustainable Agricultural Practices component (\$785K) focuses on support to farmers to achieve improved management practices that will reduce the risk of soil acidification, soil loss through wind and water erosion and increase the carbon content of soils. This component also includes native habitat management on private land, pest animal control, and fencing and revegetation adjacent to the Lower Snowy/Brodribb High Conservation Value Aquatic Ecosystem (HCVAE). The key delivery partners are the East Gippsland and Far East Victoria Landcare Networks, along with Greening Australia and Southern Farming Systems.

2.6. OTHER PERFORMANCE MEASURES

The Authority's statutory obligations are outlined in a Statement of Obligations under both the Water Act and CaLP Act. The following tables (4.1 to 4.4.) reflect the framework of the Statement of Obligations from which we will account each year on our progress in meeting responsibilities set by the State Government. These responsibilities are stated in the table as performance areas.

The Performance indicators and Targets expressed in the tables reflect the Authority measures established to check our own progress against these responsibilities.

Governance

Performance Area	Performance Indicators	Targets	Achievement reporting
Board performance	Complete and submit an annual board performance assessment report, according to any Ministerial guidelines issued	By 31 August annually	Actual date on which the board assessment report was submitted
	Participation by board members in development activities	All board members participate in development activities	Proportion of board members participating in development activities
Board charter	Develop and implement a board charter.	The board charter is reviewed (and if necessary, amended) by 30 June annually	Actual date on which the board charter was reviewed and, if necessary, amended.
Risk and financial management	Compliance to risk management plans for each program	All programs have risk management plans in place	Percentage of programs with risk management plans in place
		Nil non-compliances with risk management plan	Number of non-compliances with risk management plan
Policies and procedures	Annual review of governance policies and procedures	Review all governance policies and procedures by 30 June annually	Percentage of policies and procedures reviewed annually

Efficiency and Organisational Performance

Performance Area	Performance Indicators	Targets	Achievement reporting
Expenditure versus budget	Variation of actual to budgeted expenditure for the CMA	Total actual expenditure is less than or equal to budgeted expenditure For each program actual expenditure is within +/-10 per cent of the budgeted expenditure	Total actual expenditure against budgeted expenditure Number of programs with actual expenditure more than 10 per cent above the budgeted expenditure Number of programs with actual expenditure more than 10 per cent below the budgeted expenditure
Grant management	Administration costs of grants are minimised Minimise time taken to determine grant applications	10 per cent or less of grant funds is spent on administration Grant applications are determined within one month of being received	Overall percentage of grant funds spent on administration Number of grants from which more than 10 per cent was spent on administration Average time taken to determine grant applications
Regulatory waterway/water functions	Number of days to process works on waterways permits Number of days to process referrals for any works on or in relation to a dam	Not more than 20 working days Not more than 20 working days	Average number of working days to process permits Number of permits that took more than 20 working days to process Average number of working days to process referrals Number of referrals that took more than 20 working days to process

Performance Area	Performance Indicators	Targets	Achievement reporting
	Number of days to process referrals from local government on flooding and controls on planning scheme amendments, and planning and building approvals	Not more than 20 working days	Average number of working days to process referrals Number of referrals that took more than 20 working days to process
	Number of days to process enquiries from local government and the community on flooding	Not more than 20 working days	Average number of working days to respond to enquiries Number of enquiries that took more than 20 working days to process
	Number of days to process referrals for Water Use Licences that don't meet the standard water-use conditions	Not more than 20 working days	Average number of working days to process referrals Number of referrals that took more than 20 working days to process
	Number of days to process enquiries from Rural Water Corporations on irrigation and drainage plans and seasonal adjustments to annual use limits	Not more than 20 working days	Average number of working days to process referrals Number of referrals that took more than 20 working days to process
	Number of days to process enquiries from Rural Water Corporations issuing Take and Use Licences	Not more than 20 working days	Average number of working days to process referrals Number of referrals that took more than 20 working days to process

Effectiveness and Environmental Outcomes

Performance Area	Performance Indicators	Targets	Achievement reporting
Integrated River Health Management	Revise Regional River Health Strategy to plan for waterways in relation to their economic, social and environmental values	Regional River Health Strategy revised every six years	Actual date Regional River Health Strategy was revised
	Develop and revise Environmental Operating Strategies and Annual Watering Plans to manage the environmental water reserve in accordance with objectives	Environmental Operating Strategies developed or revised every five years	Actual dates Environmental Operating Strategies were developed or revised
		Annual Watering Plans approved for all Environmental Entitlements	Actual date Annual Watering Plans were approved
	Implement annual river health programs and activities to improve environmental values and health of water ecosystems	All annual river health targets and works programs achieved	Percentage of annual river health targets and works programs achieved
Regional Catchment Strategy (RCS) implementation	Complete and submit the developed RCS according to guidelines, standards and related information issued	Submit the developed or revised RCS by the due date as required in any guidelines, standards and related information issued	Actual date on which the developed or revised RCS was submitted for approval
	Percentage of RCS annual actions implemented	All RCS annual actions implemented	Percentage of RCS annual actions implemented
Regional Native Vegetation Plan (RNVP) implementation	Percentage of RNVP annual actions implemented	All RNVP annual actions implemented	Percentage of RNVP annual actions implemented
Invasive plant and animal management	Regional Invasive Plant and Animal Strategies incorporating related priorities in all land tenures in the region	Invasive Plant and Animal Strategies revised by 30 June every five years	Actual date strategies were revised

Performance Area	Performance Indicators	Targets	Achievement reporting
Regional and statutory planning	Provide advice on dryland salinity, irrigation management, soil erosion, or any other land management issue identified in the local Municipal Strategic Statement as the referral body	100 per cent of referral responses provided for each issue	Percentage of referral responses provided for each issue
Salinity management	Implementation and periodic review of Regional Salinity Management Plans (RSMP) and Land and Water Management Plans (LWMP)	RSMP and LWMP completed RSMP and LWMP periodically reviewed RSMP and LWMP include annual actions to be implemented	Whether: RSMP and LWMP completed; RSMP and LWMP periodically reviewed; and RSMP and LWMP included annual actions to be implemented
	Progress against annual action targets	All annual RSMP and LWMP actions and targets achieved	Proportion of RSMP and LWMP annual actions and targets achieved
	Develop regional salinity targets and corresponding works programs in accordance with the Murray Darling Basin Salinity Agreement (for applicable CMAs only)	All annual salinity targets and works programs achieved	Proportion of annual salinity targets and works programs achieved
	Annual report on the allocation and update of salt disposal entitlements submitted to the responsible Minister	By 31 July annually or as otherwise requested by the responsible Minister	Actual date the report was submitted
Regional Landcare groups, networks and other community groups	Deliver the Regional Landcare Support Strategy, including coordination of Landcare at a Regional scale	Evaluate and revise the strategy every five years	Actual date the strategy was evaluated and revised

Community Engagement – Local Measures

Performance Area	Performance Indicators	Targets
Establish open and transparent processes to engage the community in development and implementation of the	Engagement plan reviewed and implemented	By 30 th December annually

Performance Area	Performance Indicators	Targets
Regional Catchment Strategy and supporting plans		
Maintain standing community engagement structures to develop and review implementation of strategies and action plans	Standing Engagement structures reviewed for effectiveness	By 30 th December annually

Risk Assessment – Program Objectives

Program Risk	Risk Impact	Controls
Poor weather conditions	<ul style="list-style-type: none"> • Halts or prevents on ground works program • Halts or prevents partner's projects 	<ul style="list-style-type: none"> • Board reporting • Regular updating and reporting to investors • Capacity to vary the program and change deliverables or location
Lack of landholder cooperation	<ul style="list-style-type: none"> • Slows down program • Causes program to halt • Negative communication between landholders 	<ul style="list-style-type: none"> • Each project plan has a specific engagement plan • Regular communication with landholders during project • Arrangement is governed by a formal agreement
Lack of capacity of agency partners	<ul style="list-style-type: none"> • Slows down or halts program • Outputs may not be achieved • Value for money not achieved 	<ul style="list-style-type: none"> • Involvement in bid preparation • Relationship management and knowledge of partner activity levels • Monitoring of projects • Regular reporting by agency during the year
Climatic events – fire, flood	<ul style="list-style-type: none"> • Disruption to program (major & minor) • May cause program priorities to change • OH&S risks during events 	<ul style="list-style-type: none"> • Regular communication with investors around program impacts • Flood protocol is followed during the event • OH&S policy and procedures adhered to in all events

3. PART C(1): FINANCIAL STATEMENTS AND ACCOMPANYING NOTES

All financial statements prepared for the Corporate Plan are from accounts kept on a basis consistent with the *Financial Management Act 1994* and comply with Australian Accounting Standards.

3.1. ASSUMPTIONS UNDERPINNING FINANCIALS

- State Government policy continues to support the funding of natural resource management projects at or near 2011/12 levels.
- Federal Government programs continue to be funded at or near their 2011/12 levels.
- The State Government continues to provide adequate resources to enable the Authority to fulfil statutory obligations and corporate responsibilities.

3.2. PLANT AND OPEN DOOR COST ALLOCATION

The cost of operating and maintaining the plant, equipment and vehicles owned by the Authority is planned to be \$246k.

The open door cost of operating the Authority is planned to be \$635k. This cost includes occupancy, IT support, printing, telephones, training and depreciation of information technology and office equipment.

The key cost driver for incurring plant and vehicle overhead is the employment of people to manage the affairs of the Authority and deliver the projects we are funded for. Open door costs are predominantly fixed and will be incurred regardless of the level of funding received. The financial objectives of open door and plant cost recovery are twofold; to fully recover the Authority's actual costs against current projects, and, to ensure that the method of allocation fairly distributes costs to individual projects based on how they are incurred.

The most appropriate method is seen to be the allocation of overheads to projects based on a standard dollar amount per full time equivalent (FTE) employee. In the case of vehicles, a role based in the office using a pool car will be different to a role in the field with an allocated vehicle. As the Authority has a plan to employ 22.8 FTEs over 2012/13, on average each FTE will cost the organisation \$27,871 in open door costs and \$10,796 in vehicle and plant expenses.

By following this principle through, an FTE employed to deliver a single project will allocate all their time to, and thus incur open door and plant costs against, that project. As a result this project will bear its appropriate share of the Authority's total costs. In the case of an employee who contributes to the delivery of multiple projects the varied allocation of their time will result in their total plant and open door cost being spread appropriately across these projects.

In order to adequately fund the delivery of our Engagement Plan the Authority plans to recover an amount of 2.5% from our own State funded water program projects. These funds help provide for our ongoing media education campaigns and the key community events the Authority conducts during the year.

The Authority also plans to recover an additional amount of 2.5% from our own State funded water program projects. This is to provide sufficient resources to fund our monitoring, evaluation and reporting obligations. The Authority is committed to the State-wide Reporting Framework and our participation will require funding.

3.3. CORPORATE ALLOCATION

The Authority will receive, and spend, \$942k on the following governance and management functions:

- The Board
- Sub Committees & Reference Groups
- The CEO and Support
- Corporate Services
- Corporate Communications

The functions funded by the corporate allocation are essential to the sound governance, management, administration and financial control of the organisation. Many of the activities undertaken within these functions fulfil the expectations of the Authority under the Statement of Obligations

3.4. CAPITAL EXPENDITURE

The Authority plans to spend \$444k on capital equipment in 2012/13. This includes the regular replacement of motor vehicles in line with policy. An amount of \$165k is expected to be recovered through the disposal of assets.

3.5. CASH MANAGEMENT

The Authority accounts for its cash holdings on a project by project basis and this is also the methodology for this plan. The table below summarises the three key types of funds the Authority holds and their expected closing cash position. In addition, the table discloses our expected working capital which at June 30th 2013 provides for the payment of creditors, employee leave entitlements, capital expenditure and contingent liabilities. As the table shows our expected cash holdings remaining from the investment of the respective governments will be 31% of the annual revenue for the 2012/13 year.

Project Type	Forecast Cash Holdings @ 30/6/13 \$'000	% of Government Investment
Provisions	386	
Board Projects & Funding outside VIF/CFOC	3,916	
VIF & CFOC Projects	2,266	31%
Working Capital	1,004	
TOTAL	7,572	

Provisions \$386k

The Authority has funds set aside for several recognised liabilities including the rehabilitation of an unused quarry and employee entitlements.

Board Projects & Funding Outside VIF/CFOC \$3.9m.

Over a period of time the Authority has saved funds through sources such as plant and equipment rationalisation, externally contracted works and interest earned on funds held. The Authority does not commit these funds in advance (before actually earned) but instead allocates saved resource to projects that contribute to the goals in the Regional Catchment Strategy and supporting plans. All funds held have specific budget allocations and project plans approved and monitored by the board.

This line item also includes funds secured outside the VIF/CFOC processes, some of which are delivered over several years. Examples include; the Gippsland Lakes Environment Fund, the 2012 Flood Relief Package and Natural Disaster funds for the June 2012 event.

VIF & CFOC Projects \$2.2m.

These commitments relate to funds held that are specific to a VIF or CFOC approved project. Reporting of project outcomes and expenditure is completed as obligated under the Service Level Agreements with DSE and the Australian Government. The planned outstanding project commitments represent 31% of income provided for the year. The guideline determined by DSE is for project carry-over to be not more than 35%.

The resources carried over will be expended on planned outputs in the 2013/14 year.

4. PART C(2): FINANCIAL STATEMENTS 2012/2013

Planned Authority Programs

\$000

	Expected Income			Proposed Expenditure
	State	C'wlth	Other	
Corporate and Statutory Operations				
Governance & Executive	942			931
Interest			400	
Other				1,953
Sub-total (1)	942	-	400	-
VIF/RCS Programs				
Far East Program	2,999			3,533
Gippsland Lakes & Hinterland Program	1,985			2,244
Alps & Uplands Program	79			79
Region Wide Projects	561			611
Gippsland Lakes MAC	4,400			2,525
Caring For Our Country		2,335		2,025
Sub Total (2)	10,024	2,335	-	-
Total				
(1) + (2)	10,966	2,335	400	-

Operating Statement

\$000

2011/12 Actual		Forthcoming Year	Forecast Y2	Forecast Y3
	Revenue			
	Local			
463	Interest	400	200	200
66	Other			
	Grants			
7,408	State	10,966	10,343	9,400
2,335	Commonwealth	2,335	2,335	2,335
10,272	Total Revenue	13,701	12,878	11,935
	Expenditure			
2,320	Labour	2,274	2,331	2,389
642	Overheads	686	690	700
181	Depreciation	195	190	180
3,799	Authority Projects	5,463	3,264	3,466
4,239	Partner Projects	5,283	7,003	5,800
(6)	Net Value - Asset Disposal			
11,175	Total Expenditure	13,901	13,478	12,535
(903)	Operating Surplus/(Deficit)	(200)	(600)	(600)

Cash Flow Statement

\$000

2011/12 Actual		Forthcoming Year	Forecast Y2	Forecast Y3
	Operating Activities			
	Local			
448	Interest	400	200	200
107	Other			
	Grants			
7,595	State	10,966	10,343	9,400
2,335	Commonwealth	2,335	2,335	2,335
10,485	Total Cash Received (1)	13,701	12,878	11,935
	Cash Payments			
2,153	Labour	2,231	2,287	2,344
642	Overheads	936	690	700
3,525	Authority Projects	5,530	3,350	3,541
4,239	Partner Projects	5,283	7,003	5,800
37	Net Capital	279	100	100
10,596	Total Cash Payments	14,259	13,430	12,485
	Net Cash Changes			
(111)	(1) – (2)	(558)	(552)	(550)
8,130	Closing Cash Position	7,572	7,020	6,470

Balance Sheet

Assets

\$000

2011/12 Actual	Assets	Forthcoming Year	Forecast Y2	Forecast Y3
	<u>Current</u>			
8,129	Cash	7,572	7,020	6,470
150	Receivables	150	150	150
8,279	Total Current Assets	7,722	7,170	6,620
	<u>Non Current</u>			
1,080	Fixed Assets @ Fair Value	1,158	1,100	1,050
1,080	Total Non Current Assets	1,158	1,100	1,050
9,359	Total Assets	8,880	8,270	7,670

Liabilities and Equity

\$000

2011/12 Actual	Liabilities	Forthcoming Year	Forecast Y2	Forecast Y3
	<u>Current</u>			
472	Creditors & Accruals	150	120	100
270	Provisions	300	310	320
742	Total Current Liabilities	450	430	420
	<u>Non-Current</u>			
97	Provisions	110	120	130
97	Total Non Current Liabilities	110	120	130
839	Total Liabilities	560	550	550
8,520	Equity	8,320	7,720	7,120

5. PART C(3): COST RECOVERY

Nil

ACRONYMS

CaLP Act	Catchment and Land Protection Act 1994
CEO	Chief Executive Officer
CFOC	Caring For Our Country
EGCMA	East Gippsland Catchment Management Authority
DPI	Department of Primary Industries
DSE	Department of Sustainability and Environment
EPA	Environment Protection Authority
GSERP	Government Sector on Executive Remuneration Panel
ISC	Index of Stream Condition
KPIs	Key Performance Indicators
MER	Monitoring, Evaluation & Reporting
NHT	Natural Heritage Trust
NRM	Natural Resource Management
OH&S	Occupational Health and Safety
PIRS	Project Information & Retrieval System
RIP	Regional Investment Program
RCS	Regional Catchment Strategy
RRHS	East Gippsland Regional River Health Strategy
RiVERS	River Values and Environmental Risk System
VIF	Victorian Investment Framework