



EAST GIPPSLAND
CATCHMENT
MANAGEMENT
AUTHORITY

Corporate Plan

2019-20 to 2023-24

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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 period 1 July 2019 to 30 June 2024. 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 transparency to our community, the government and other stakeholders about the outcomes we are trying to achieve with government investment. It should be read in conjunction with the *Statement of Obligations for Catchment Management Authorities* and *Letter of Expectations*.

This Plan also provides the framework for reporting on the Authority corporate performance in the Annual Report.

It's not possible to describe each of the many actions contributing to the nine state-wide priorities listed below. Service Level agreements describe the detail of all actions the Authority undertakes, which are reported against regularly.

The following brief summary describes the major programs and projects of the Authority for next year under each state-wide priority heading:

1. Climate Change

Two major climate change initiatives are planned for the coming year as follows:

- Continuation of the Lakes Entrance Growth and Adaption Strategy is a cooperative effort between East Gippsland Shire Council, DELWP planning and the EGCMA. The driver for the strategy is the potential future impacts of sea-level rise and riverine flooding on Lakes Entrance Township. The agencies are working through the potential impacts on future town planning and development to try and determine the best adaption strategy for the future. The first stage of strategy findings is due for completion this year.
- The Gippsland Lakes program seeks to improve habitat for important ecosystems within the Lakes catchment which comprises approximately 10% of the state. Additionally, the Lakes themselves are subject to the RAMSAR convention with management actions driven by the current RAMSAR plan. Climate impacts are one factor being considered in a new Gippsland Lakes program under development called "Room to Move". The new concept is seeking ways to manage the lake environment in a future where climate variables exist. Issues such as lake level increases affecting management of adjoining rivers and wetlands, lakeside town infrastructure planning and cultural heritage protection are being considered jointly in the new concept.

2. Waterway and Catchment Health

The Authority is on track for completion of the EC4 tranche of funding for both the Waterways and OCOG programs. Key priorities extend as follows:

- Continuation of planning and implementation of the Flagship programs including Mitchell River, Cann River and the Gippsland Lakes. All these programs; except

Cann River will be seeking further resources to continue these landscape programs.

- Continuance of the Authority willow and woody weed control programs in the upper catchments streams across East Gippsland. Continuing these programs ensure willows and blackberry can no longer dominate our waterways as was the case in the past.
- The Gippsland Lakes program; overseen by the Gippsland Lakes Coordinating Committee (GLCC) is progressing well, with all funds now allocated to projects involving more than 40 groups and agencies working together. The next version of the Gippsland Lakes program “Room to Move” has been developed for consideration by government as part of EC5.
- Continuation of the OCOC Dirty Dozen weed project around Ensay and the Skull Creek rehabilitation project near Lindenow will continue to involve many groups of landholders, NGO’s and agency partners.

3. Water for Agriculture

The Authority will be supporting the \$10 million Lindenow Valley Water Security project approved by the Commonwealth government recently. This exciting initiative will support Lindenow Valley agriculture businesses to build infrastructure for water storage and application on farm. The exact details of the project such as outcomes, grant guidelines and the agency management structure will be determined early in the year.

4. Community Engagement and Partnerships

High levels of effective engagement are fundamental to the success of the Authority in delivering our programs. The Authority engagement activity is guided by an annual engagement and participation plan reviewed annually and monitored by the board at each meeting. The plan guides the development and maintenance of engagement at all levels from board through to all staff.

The objective is to ensure that as many partners as possible are working together on common objectives based on RCS priorities. Some examples are as follows:

- The EGCMA provides administrative support to Vic Catchments, a collegiate body of all 10 CMA Chairs and CEO’s designed to improve high-level state-wide relationships with partner agencies and groups such as Landcare, Greening Australia and Trust for Nature.
- The EGCMA provides administrative support to the Gippsland Lakes Coordinating Committee jointly managed by the EGCMA and WGCMA. The committee reports to the Minister for Water and recommends priorities for Gippsland Lakes program funding.
- The East Gippsland CEO’s forum and Gippsland Environment Agencies forum underpins the implementation of the East Gippsland Catchment Partnership Agreement. Both forums are represented by agency leaders who are working together on common priorities set each year.
- Program Working Groups are comprised of partner agencies, groups and individuals coordinating and implementing our landscape priority programs, both within East Gippsland and Cross-Border.

5. Recognise and support Aboriginal cultural values and economic inclusion in the water sector

- The Authority is supporting the GLaWAC water officer positions in Gippsland together with other Gippsland water corporations. The positions will help GLaWAC further identify cultural values along our waterways and discuss options for future management.
- GLaWAC is participating fully in the development of future waterway programs such as Gippsland Lakes “Room to Move” and the flagship Mitchell River Rehabilitation. Important cultural priorities are being identified as part of these processes.
- Our long-term partnership with Moogji Aboriginal Corporation on the Snowy River will continue this year. The long-term program has assisted Moogji to develop skills and reputation sufficient to meet competitive tender criteria for other agencies in East Gippsland.
- The Authority is also supporting the development of the “Parks as Products” initiative as part of implementation of the Gunaikurnai and Victorian Government Joint Management Plan. Successful completion of this project is designed to identify and leverage cultural knowledge, and stories relevant to each of the ten jointly managed parks and reserves.

6. Recognise recreational values

Communities utilise our natural environments for recreational purposes such as enjoying nature, camping, fishing and paddling. The Authority is working with many different community groups to increase their involvement and participation in improving the environment.

- Our community grants programs including Gippsland Lakes Community Grants, Landcare grants, Riparian Action Plan grants, and Angler Riparian grants are assisting more groups in getting involved in worthwhile projects.
- Additionally, the Authority will continue to provide support for community led initiatives such as the Bairnsdale Rowing Regatta held annually on the Mitchell River and clean up days by community groups and clubs like the WyYung Angling Club.
- Recreational values are also being incorporated into regional landscape plans for the future. For example, community spaces are being incorporated into the Lower Mitchell Rehabilitation plan, one of the priority flagship projects listed in the Water Plan for Victoria.

7. Resilient and liveable cities and towns

The Integrated Water Management (IWM) Forum has been well integrated with the East Gippsland CEO’s forum to provide seamless support from key partner agency leaders. IWM funding has been approved by the Minister for Water for several projects in East Gippsland to be implemented this year.

8. Leadership, diversity and culture

- The EGCMA Chairs the Gippsland Environment Agencies forum and led development of a partnership agreement between Gunaikurnai Land and Waters Aboriginal Corporation (GLaWAC) and the 13 forum member agencies. The agreement establishes four key objectives about aboriginal workforce development, increased participation in decision making on Country, implementation of the Joint Management Plan and increasing cultural knowledge and understanding.

The agreement is driving a coordinated effort from all partner agencies and GLaWAC achieving outcomes like observer programs on boards and sub-committees of water corporations, contributing to cultural understanding and training, shared services and exchanges of staff between agencies and increased levels of participation in landscape programs.

- GEA also hosts our Women in Leadership Forum (GEA WIL). Managed by women in Gippsland, the forum is about developing and fostering leadership at all levels. GEA WIL hosts an annual regional forum, a mentoring program, jointly convened training across agencies and has involved over 400 women in Gippsland to date.
- The EGCMA has a diversity and inclusion plan with actions and targets monitored by the board.
- Through our engagement processes, the Authority is also encouraging greater adoption of diversity and inclusion with our partners.
- The Authority also provides administrative support services for East Gippsland Landcare Network, Gunaikurnai Land and Water Traditional Owner Land Management Board and Vic Catchments. The services utilise the Authority governance skills, systems and expertise to help our partners focus on their respective roles. The service also improves efficiencies between partner organisations.

9. Improved performance and demonstrating outcomes

- MERI Plans are in place for the flagship waterway programs at Cann River and Gippsland Lakes. All NLP2 programs have MERI plans which guide Authority obligations for monitoring and reporting.
- Efficiencies are being achieved through shared services arrangements with other CMA's such as West Gippsland CMA for Statutory functions. The Shared Statutory unit is also trialling supporting two other CMA's presently. The EG CEO's forum is also achieving efficiencies through sharing services and staff.
- The flagship program monitoring and reporting framework has provided a simple and clear method to set and monitor large scale programs. The Authority has a monitoring system for all past works which consistently provides information about site condition and compliance with landholder agreements. The information aggregates to provide reach and landscape scale assessments of our progress monitored by the board.

- The Authority is undertaking two further landscape program status reports for Gippsland Lakes and Red Gum Plains next year. The reports will provide guidance on the status of the programs and guide next steps.

1. BUSINESS DIRECTION

1.1. PURPOSE

The East Gippsland Catchment Management Authority provides for the integrated management of land, biodiversity and water resources in the region. The Authority also has responsibility for the planning and delivery of river health works and several statutory activities.

1.2. VISION

“We are the leaders in integrated catchment management, partnering with our communities to enhance East Gippsland’s iconic landscapes, biodiversity and cultural heritage.”

1.3. AGENCY STRATEGIC OBJECTIVES

The Authority’s Strategic objectives directly reflect those of the State Government Integrated Catchment Management Goals (ICM goals) articulated through the policy statement “Our Catchments Our Communities, Integrated Catchment Management in Victoria 2016-19” (OCOC). The 5 goals of the policy are:

1. Effective community engagement in catchment management
2. Better connections between state, regional and local planning
3. Strengthened implementation of regional catchment strategies
4. Clearer roles, strengthened accountability and coordination
5. Improved monitoring, evaluation and reporting.

There are a number of other state-wide policies and frameworks that determine our planning approach. The Authority has ensured that its strategic direction aligns with the state-wide strategies such as:

1. Water for Victoria
2. Biodiversity Plan 2037
3. Regional Riparian Action Plan
4. Victorian Floodplain Management Strategy
5. Victorian Waterway Management Strategy
6. Gippsland Sustainable Water Strategy
7. *Climate Change Act 2017*

2. PLANNED PROGRAMS, SERVICES AND INFRASTRUCTURE DELIVERY

2.1. MAIN BUSINESS UNDERTAKINGS

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

CALP Act 1994

Coordinating the Regional Catchment Strategy and supporting plans

We complete the RCS and associated action plans and oversee implementation, monitoring and evaluation.

Community Engagement

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

Water Act 1989 - Caretaker of River Health

On-ground river health works

We oversee river health works guided by the East Gippsland Waterway 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.

2.2. NATURE AND SCOPE OF ACTIVITIES

It's not possible to describe each of the many activities contributing to the nine state-wide priorities listed below. Service Level agreements describe the detail of all actions the Authority undertakes, which are reported against regularly.

The following describes the major activities that we will undertake next year.

1. Climate Change

Two major climate change initiatives are planned for the coming year as follows:

- Continuation of the Lakes Entrance Growth and Adaption Strategy is a cooperative effort between East Gippsland Shire Council, DELWP planning and the EGCMA. The driver for the strategy is the potential future impacts of sea level rise and riverine flooding on Lakes Entrance Township. The agencies are

working through the potential impacts on future town planning and development to try and determine the best adaptation strategy for the future. The first stage of strategy findings is due for completion this year.

- The Gippsland Lakes program seeks to improve habitat for important ecosystems within the Lakes catchment which comprises approximately 10% of the state. Additionally, the Lakes themselves are subject to the RAMSAR convention with management actions driven by the current RAMSAR plan. Climate impacts are one factor being considered in a new Gippsland Lakes program under development called “Room to Move”. The new concept is seeking ways to manage the lake environment in a future where climate variables exist. Issues such as lake level increases affecting management of adjoining rivers and wetlands, lakeside town infrastructure planning and cultural heritage protection are being considered jointly in the new concept.
- The Authority is exploring a new multipurpose concept in partnership with local agencies and GLaWAC. In the early stages of discussion, we are developing ideas around reducing net emissions. This project will take several years to develop fully, but we intend making further progress this year.
- The Authority is in discussions with partners regarding an Ag Futures concept, designed to agree on some high-level outcomes for improved drought resilience in future. Planning has begun, and we are hoping to reach an agreement with partners during next year.

2. Waterway and Catchment Health

The Authority is on track for completion of the EC4 tranche of funding for both the Waterways and OCOC programs. Key priorities extend as follows:

- Continuation of planning and implementation of the Flagship programs including Mitchell River, Cann River and the Gippsland Lakes. All these programs; except Cann River will be seeking further resources to continue these landscape programs.
- Continuance of the Authority willow and woody weed control programs in the upper catchments streams across East Gippsland. Continuing these programs ensure willows and blackberry can no longer dominate our waterways as was the case in the past.
- The Gippsland Lakes program; overseen by the Gippsland Lakes Coordinating Committee (GLCC) is progressing well, with all funds now allocated to projects involving more than 40 groups and agencies working together. The next version of the Gippsland Lakes program “Room to Move” has been developed for consideration by government as part of EC5.
- Continuation of the OCOC Dirty Dozen weed project around Ensay and the Skull Creek rehabilitation project near Lindenow will continue to involve many groups of landholders, NGO’s and agency partners.
- Planning for the next stages of programs for Mitchell River, Tambo River, and landscapes of Gippsland Lakes (Room to Move), Red Gum Plains, Far East (Protecting

the Best) and Alpine Peatlands (Highlands Down) will be completed during next year. These programs will be incorporated into the revised RCS due for completion in 2020.

3. Water for Agriculture

The Authority will be supporting the \$10 million Lindenow Valley Water Security project approved by the Commonwealth government recently. This exciting initiative will support Lindenow Valley agriculture businesses to build infrastructure for water storage and application on farm. The exact details of the project such as outcomes, grant guidelines and the agency management structure will be determined early in the year.

4. Community Engagement and Partnerships

High levels of effective engagement are fundamental to the success of the Authority in delivering our programs. The Authority engagement activity is guided by an annual engagement and participation plan reviewed annually and monitored by the board at each meeting. The plan guides the development and maintenance of engagement at all levels from board through to all staff.

The objective is to ensure that as many partners as possible are working together on common objectives based on RCS priorities. Some examples are as follows:

- The Authority provides administrative support to Vic Catchments, a collegiate body of all 10 CMA Chairs and CEO's designed to improve high level state-wide relationships with partner agencies and groups such as Landcare, Greening Australia and Trust for Nature.
- The Authority provides administrative support to the Gippsland Lakes Coordinating Committee jointly managed by the EGCMA and WGCMA. The committee reports to the Minister for Water and recommends priorities for Gippsland Lakes program funding.
- The Authority provides administrative support for the Gunaikurnai Land and Waters Traditional Owner Land Management Board. Established under the TOLMB Act, the board assists with Joint Management planning and oversight.
- The Authority also provides administrative support for East Gippsland Landcare Network. Staff sharing occurs, and the Authority also provides governance assistance and systems support when required.
- The East Gippsland CEO's forum and Gippsland Environment Agencies forum underpins implementation of the East Gippsland Catchment Partnership Agreement. Both forums are represented by agency leaders who are working together on common priorities set each year.
- Program Working Groups are comprised of partner agency, groups and individuals coordinating and implementing our landscape priority programs, both within East Gippsland and Cross-Border.

- Extensive numbers of partner forums and individual engagement events, activities are maintained by the Authority for the purpose of ensuring people are working in a coordinated way.
5. Recognise and support Aboriginal cultural values and economic inclusion in the water sector
- The Authority is supporting the GLaWAC water officer positions in Gippsland together with other Gippsland water corporations. The positions will help GLaWAC further identify cultural values along our waterways and discuss options for future management.
 - GLaWAC are participating fully in the development of future waterway programs such as Gippsland Lakes “Room to Move” and the flagship Mitchell River Rehabilitation. Important cultural priorities are being identified as part of these processes.
 - Our long-term partnership with Moogji Aboriginal Corporation on the Snowy River will continue this year. The long-term program has assisted Moogji to develop skills and reputation sufficient to meet competitive tender criteria for other agencies in East Gippsland.
 - The Authority is also supporting development of the “Parks as Products” initiative as part of implementation of the Gunaikurnai and Victorian Government Joint Management Plan. Successful completion of this project is designed to identify and leverage cultural knowledge and stories relevant to each of the ten jointly managed parks and reserves.

6. Recognise recreational values

Communities utilise our natural environments for recreational purposes such as enjoying nature, camping, fishing and paddling. The Authority is working with many different community groups to increase their involvement and participation in improving the environment.

- Our community grants programs including Gippsland Lakes Community Grants, Landcare grants, Riparian Action Plan grants and Angler Riparian grants are assisting more groups to get involved in worthwhile projects.
- Additionally, the Authority will continue to provide support for community led initiatives such as the Bairnsdale Rowing Regatta held annually on the Mitchell River and clean up days by community groups and clubs like the WyYung Angling Club. Other Angling Clubs have expressed interest in a combined clean-up day next year.
- Recreational values are also being incorporated into regional landscape plans for the future. For example community spaces are being incorporated into the Lower Mitchell Rehabilitation plan, one of the priority flagship projects listed in the Water Plan for Victoria.

7. Resilient and liveable cities and towns

- The Integrated Water Management (IWM) Forum has been well integrated with the East Gippsland CEO's forum to provide seamless support from key partner agency leaders. IWM funding has been approved by the Minister for Water for several projects in East Gippsland to be implemented this year.
- IWM projects include the Bairnsdale IWM Plan, Bairnsdale Livestock Exchange Bairnsdale Oval and Magees Gully water management and Dinner Plain Recycled Water Scheme investigation.

8. Leadership, diversity and culture

- The Authority Chairs the Gippsland Environment Agencies forum and led development of a partnership agreement between Gunaikurnai Land and Waters Corporation (GLaWAC) and the 13 forum member agencies.

The agreement establishes four key objectives about aboriginal workforce development, increased participation in decision making on country, implementation of the Joint Management Plan and increasing cultural knowledge and understanding.

The agreement is driving a coordinated effort from all partner agencies and GLaWAC achieving outcomes like observer programs on boards and sub-committees of water corporations, contributing to cultural understanding and training, shared services and exchanges of staff between agencies and increased levels of participation in landscape programs.

- GEA also hosts our Women in Leadership forum (GEA WIL); managed by women in Gippsland, the forum is about developing and fostering leadership at all levels. GEA WIL hosts an annual regional forum, a mentoring program, jointly convened training across agencies and has involved over 400 women in Gippsland to date.
- GEA is also hoping to assist Gippsland Regional Partnerships with identification of priority Gippsland NRM landscape programs this year.
- The EGCMAs has a diversity and inclusion plan with actions and targets monitored by the board. Priorities include implementing a board observer program with GLaWAC and leadership development support for middle management staff.
- Through our engagement processes, the Authority is also encouraging greater adoption of diversity and inclusion with our partners.

9. Improved performance and demonstrating outcomes

- MERI Plans are in place for the flagship waterway programs at Cann River and Gippsland Lakes. All NLP2 programs have MERI plans which guide Authority obligations for monitoring and reporting.
- Efficiencies are being achieved through shared services arrangements with other CMA's such as West Gippsland CMA for Statutory functions. The Shared Statutory unit is also trialling supporting two other CMA's presently. The EG CEO's forum is also achieving efficiencies through sharing services and staff.
- The flagship program monitoring and reporting framework has provided a simple and clear method to set and monitor large scale programs. The Authority has a monitoring system for all past works which consistently provides information about site condition and compliance with landholder agreements. The information aggregates to provide reach and landscape scale assessments of our progress monitored by the board.
- The Authority is undertaking two further landscape program status reports for Gippsland Lakes and Red Gum Plains next year. The reports will provide guidance on status of the programs and guide next steps. The key activities of the Authority are also split along the lines of the governing Acts listed.
- The Authority has commenced development of the next RCS. Program working groups are working on landscape priorities presently, with a first draft RCS planned by the end of the year.

2.3. PROGRAM THEMES (OUTPUTS)

The Authority follows the Victorian Government Output Data Standards. The outputs for each of the program themes are described in the tables below.

Water and Catchment Health

Output Type	2019/20
	Target Output
1. STRUCTURAL WORKS - 1.2 Water storage - Tank - Number	2
1. STRUCTURAL WORKS - 1.2 Water storage - Trough - Number	3
1. STRUCTURAL WORKS - 1.5 Waterway structure - Fishway - Number	1
1. STRUCTURAL WORKS - 1.8 Monitoring structure - Measuring point - Number	6
1. STRUCTURAL WORKS - 1.9 Fence - Fence - Km	12
2. ENVIRONMENTAL WORKS - 2.1 Vegetation - Native indigenous - Ha	76
2. ENVIRONMENTAL WORKS - 2.2 Weed control - Non-woody - Ha	147
2. ENVIRONMENTAL WORKS - 2.2 Weed control - Woody - Ha	341
3. MANAGEMENT SERVICES - 3.1 Grazing regime - Riparian - Ha	12
4. PLANNING AND REGULATION - 4.1 Approval and advice - Advice - Number	212
4. PLANNING AND REGULATION - 4.1 Approval and advice - Permit - Number	20
4. PLANNING AND REGULATION - 4.1 Approval and advice - Referral response - Number	170
4. PLANNING AND REGULATION - 4.2 Management agreement - Binding perpetual - Number	7
4. PLANNING AND REGULATION - 4.3 Assessment - Ecological - Number	41
4. PLANNING AND REGULATION - 4.3 Assessment - Property - Number	57
4. PLANNING AND REGULATION - 4.3 Assessment - Social - Number	1
4. PLANNING AND REGULATION - 4.3 Assessment - Surface water - Number	183
4. PLANNING AND REGULATION - 4.4 Engagement event - Field day - Number of participants	40
4. PLANNING AND REGULATION - 4.4 Engagement event - Meeting - Number of participants	461
4. PLANNING AND REGULATION - 4.4 Engagement event - Presentation - Number of participants	160
4. PLANNING AND REGULATION - 4.4 Engagement event - Training - Number of participants	1
4. PLANNING AND REGULATION - 4.4 Engagement event - Workshop - Number of participants	80
4. PLANNING AND REGULATION - 4.5 Partnership - Agencies/Corporates - Number	63
4. PLANNING AND REGULATION - 4.5 Partnership - Community groups - Number	39
4. PLANNING AND REGULATION - 4.5 Partnership - Mixed - Number	4
4. PLANNING AND REGULATION - 4.6 Plan - Engagement - Number	1
4. PLANNING AND REGULATION - 4.6 Plan - Management - Number	1
4. PLANNING AND REGULATION - 4.7 Publication - Visual - Number	4
4. PLANNING AND REGULATION - 4.7 Publication - Written - Number	22
4. PLANNING AND REGULATION - 4.8 Information management system - Database - Number	1

Land

Output Type	2019/20
	Target Output
4. PLANNING AND REGULATION - 4.3 Assessment - Ecological - Number	3
4. PLANNING AND REGULATION - 4.3 Assessment - Soil - Number	58
4. PLANNING AND REGULATION - 4.4 Engagement event – Field Day - Number of participants	14
4. PLANNING AND REGULATION - 4.4 Engagement event - Workshop - Number of participants	20
4. PLANNING AND REGULATION - 4.7 Publication - Written - Number	22

Biodiversity

Output Type	2019/20
	Target Output
2. ENVIRONMENTAL WORKS - 2.2 Weed control - Woody - Ha	80
2. ENVIRONMENTAL WORKS - 2.3 Pest animal control - Terrestrial - Ha	2700
4. PLANNING AND REGULATION - 4.2 Management agreement - Binding non-perpetual - Number	6
4. PLANNING AND REGULATION - 4.3 Assessment - Invasive species - Number	6
4. PLANNING AND REGULATION - 4.7 Publication - Written - Number	6

Coasts and Marine (Gippsland Lakes)

Output Type	2019/20
	Target Output
1. STRUCTURAL WORKS - 1.10 Visitor facility - Recreational - Number	13
1. STRUCTURAL WORKS - 1.2 Water storage - Trough - Number	4
1. STRUCTURAL WORKS - 1.9 Fence - Fence - Km	0.21
2. ENVIRONMENTAL WORKS - 2.1 Vegetation - Native indigenous - Ha	33.4
2. ENVIRONMENTAL WORKS - 2.2 Weed control - Non-woody - Ha	1091.75
2. ENVIRONMENTAL WORKS - 2.2 Weed control - Woody - Ha	72
2. ENVIRONMENTAL WORKS - 2.3 Pest animal control - Terrestrial - Ha	8101
2. ENVIRONMENTAL WORKS - 2.8 Earth works - Armouring - Number	2.1
3. MANAGEMENT SERVICES - 3.1 Grazing regime - Riparian - Ha	10
4. PLANNING AND REGULATION - 4.2 Management agreement - Binding perpetual - Number	2
4. PLANNING AND REGULATION - 4.3 Assessment - Ecological - Number	11
4. PLANNING AND REGULATION - 4.3 Assessment - Fauna - Number	52
4. PLANNING AND REGULATION - 4.3 Assessment - Flora - Number	14
4. PLANNING AND REGULATION - 4.3 Assessment - Invasive species - Number	62
4. PLANNING AND REGULATION - 4.3 Assessment - Property - Number	10
4. PLANNING AND REGULATION - 4.4 Engagement event - Presentation - Number of participants	174
4. PLANNING AND REGULATION - 4.5 Partnership - Mixed - Number	20
4. PLANNING AND REGULATION - 4.6 Plan - Management - Number	2
4. PLANNING AND REGULATION - 4.7 Publication - Written - Number	29

Community

Output Type	2019/20
	Target Output
1. STRUCTURAL WORKS - 1.9 Fence - Fence - Km	8
2. ENVIRONMENTAL WORKS - 2.1 Vegetation - Native indigenous - Ha	8
2. ENVIRONMENTAL WORKS - 2.2 Weed control - Non-woody - Ha	33
2. ENVIRONMENTAL WORKS - 2.2 Weed control - Woody - Ha	1
3. MANAGEMENT SERVICES - 3.1 Grazing regime - Agricultural - Ha	205
4. PLANNING AND REGULATION - 4.3 Assessment - Fauna - Number	1
4. PLANNING AND REGULATION - 4.3 Assessment - Invasive species - Number	1
4. PLANNING AND REGULATION - 4.3 Assessment - Property - Number	1
4. PLANNING AND REGULATION - 4.4 Engagement event - Field day - Number of participants	45
4. PLANNING AND REGULATION - 4.4 Engagement event - Presentation - Number of participants	70
4. PLANNING AND REGULATION - 4.4 Engagement event - Training - Number of participants	20
4. PLANNING AND REGULATION - 4.4 Engagement event - Workshop - Number of participants	33
4. PLANNING AND REGULATION - 4.7 Publication - Visual - Number	1
4. PLANNING AND REGULATION - 4.7 Publication - Written - Number	1

2.4. OUTCOME INDICATORS

The outcomes provide the broader context within which the Authority operates and sets our focus and key directions over the medium term. This includes the Authority’s contribution to shared government objectives and collaboration with partners to achieve the Authority’s broader objectives.

Climate Change

Outcome	Outcome Indicators	Regional Outcome Indicators	Regional Outcome Measure
Zero emission, climate-ready economy and community	<ul style="list-style-type: none"> Reduce greenhouse gas emissions Increase community capacity to adapt to the impacts of climate change Increase Victorian economy’s ability to transition to net-zero emissions. 	<ul style="list-style-type: none"> Plan and implement projects that provide for transition and migration of ecosystems due to sea level rise and associated increased salinity and foreshore erosion. 	<ul style="list-style-type: none"> Planning and delivery of the existing and new Gippsland Lakes program and related outputs. The completion of the Lakes Entrance Growth and Adaptation Strategy jointly with East Gippsland Shire. Delivery of the Lindenow Valley Water Security project by end June 2022.
		<ul style="list-style-type: none"> Manage impacts of flooding waterways on floodplains and agricultural land through planning and implementation of a waterways program of works across freehold and public land. Implement projects in partnership with landholders to retain native vegetation, establish riparian buffers and manage wetlands. Plan and implement projects that provide for transition of habitats due to a drying, warming and variable climate. Support actions that improve the extent and condition of the vulnerable, rare and threatened vegetation communities. 	<ul style="list-style-type: none"> Planning and delivery of the annual waterway health program and related outputs, including riparian fencing and revegetation. Planning and delivery of the Gippsland Lakes program to improve condition and diversity of wetlands ‘Gippsland Lakes Room to Move’
		<ul style="list-style-type: none"> Support policy and programs to address spread of new and emerging invasive plants, animals and other pathogens. 	<ul style="list-style-type: none"> Working in partnership with other agencies to implement pest plant and animal strategies; and apply the biosecurity approach. Opportunities sourced to respond to new and emerging pest animals.
		<ul style="list-style-type: none"> Support initiatives that encourage the establishment of well-managed perennial pasture systems on grazing lands. 	<ul style="list-style-type: none"> Planning and delivery of the TopSoils program Improved or maintained ground cover over grazing land
		<ul style="list-style-type: none"> Explore land use planning mechanisms to protect high value agricultural land and provide opportunities for enterprise change. 	<ul style="list-style-type: none"> Support East Gippsland and Wellington Shire Councils in the review and recommendations of land use planning

Waterways and Catchment Health

The East Gippsland Waterway Strategy was endorsed by the Victorian Government in 2014 and establishes a framework for community, industry and government to work in partnership to restore and manage our rivers over the long term.

The Authority has developed a series of waterway outcomes that summarise the management actions for the East Gippsland Waterway Strategy. The outcomes are for the term of the strategy and are reported in the annual report each year.

Outcome	Outcome Indicators	Regional Outcome Indicators	Regional Outcome Measure
<ul style="list-style-type: none"> • Safe, sustainable and productive water resources • Provide leadership in delivery of programs to improve the health of priority waterways and catchments 	<ul style="list-style-type: none"> • Increase the health of waterways and catchments • Increase community use of waterways and landscapes • Increase the satisfaction of Traditional Owners in water management decision-making and practices 	<p>By 2022:</p> <ul style="list-style-type: none"> • The Mitchell River catchment, above the Glenaladale Bridge, will have an additional 50km of fencing constructed to exclude grazing stock; and will be free of willows. • The Nicholson River, from the headwaters to the lake, will be free of willows and excluded from grazing stock. • The Tambo River, below Ramrod Creek, will have an additional 10km of fencing constructed to exclude grazing stock; and the Tambo catchment above the Bruthen Bridge will remain free of willows. • The estuaries of the Nicholson and Tambo, below the Princes Highway, will be free of willows and poplars. The Mitchell estuary below Picnic Point will be stabilised; free of willows and poplars and excluded from grazing stock. • The Snowy catchment will remain free of willows and the freehold sections of the Buchan and Brodribb Rivers will be excluded from grazing stock. • All rivers in the Far East Gippsland catchment (Bemm, Cann, Thurra, Wingan and Genoa) will be free of willows and excluded from grazing stock. • Five priority wetlands fringing the Gippsland Lakes or Snowy River will be excluded from grazing stock. • Long term outcomes to be developed for each priority waterway in the region, aligning with the Rivers 2040 framework. 	<ul style="list-style-type: none"> • Planning and delivery of the annual waterway health program and related outputs, including riparian fencing and revegetation. • Planning and delivery of the Gippsland Lakes program to improve condition and diversity of wetlands ‘Gippsland Lakes Room to Move’ • Delivery of the Rivers 2040 program on the Cann River. Planning of the Rivers 2040 program on other major waterways in the region.

Water for Agriculture

Outcome	Outcome Indicators	Regional Outcome Indicators	Regional Outcome Measure
<ul style="list-style-type: none"> Safe, sustainable and productive water resources Support a productive and profitable irrigation sector and vibrant and resilient regional communities 	<ul style="list-style-type: none"> Improve Victoria's water security 	<ul style="list-style-type: none"> Support adaptation of agricultural enterprises through extension, incentives and trials. 	<ul style="list-style-type: none"> Planning and delivery of the TopSoils program. Development of the Ag Futures concept with our partners.
		<ul style="list-style-type: none"> Explore land use planning mechanisms to protect high value agricultural land and provide opportunities for enterprise change. 	<ul style="list-style-type: none"> Support East Gippsland and Wellington Shire Councils in the review and recommendations of land use planning.
		<ul style="list-style-type: none"> Support initiatives to improve on-farm water security (groundwater and surface water) and improve the environmental outcomes for wetlands. 	<ul style="list-style-type: none"> Delivery of the Lindenow Valley Water Security project by end June 2022.

Community engagement and partnerships

Outcome	Outcome Indicators	Regional Outcome Indicators	Regional Outcome Measure
<ul style="list-style-type: none"> All aspects of service delivery will be customer and community centered Increase Victorians valuing nature 	<ul style="list-style-type: none"> Increase community capacity to adapt to the impacts of climate change Increase Victorian's valuing nature 	<ul style="list-style-type: none"> Effective community engagement in catchment management. 	<ul style="list-style-type: none"> Communications show diversity of partner involvement in projects. Communications show diversity of recreational, cultural and commercial benefits.
		<ul style="list-style-type: none"> Better connections between state, regional and local planning. 	<ul style="list-style-type: none"> The CMA is participating in government initiatives such as Biodiversity plan, NLP2, Waterway Health Program and Our Catchments, Our Communities (OCOC).
		<ul style="list-style-type: none"> Strengthened implementation of regional catchment strategies. 	<ul style="list-style-type: none"> Major CMA projects are ready for implementation. Successful delivery of OCOC projects. Planning, delivery and reporting of community grants (Victorian Landcare Grants, Gippsland Lakes Community Grants, RRAP Angler Grants and RRAP Landcare Grants).
		<ul style="list-style-type: none"> Improved monitoring, evaluation and reporting. 	<ul style="list-style-type: none"> The CMA has systems and capacity to satisfy government assurance processes. The CMA can demonstrate benefits of on ground works linkages to condition change.

Recognise and support Aboriginal cultural values and economic inclusion in the water sector

Outcome	Outcome Indicators	Regional Outcome Indicators	Regional Outcome Measure
<ul style="list-style-type: none"> Recognize and support Aboriginal cultural values and inclusion in the water sector Increase satisfaction of Traditional Owners in land management decision making and practices 	<ul style="list-style-type: none"> Increase satisfaction of Traditional Owners in land management decision making and practices Increase the satisfaction of Traditional Owners in water management decision making and practices Effective protection of cultural and natural heritage 	<ul style="list-style-type: none"> Respecting Gunaikurnai as Traditional Owners and foster mutual respect. Support Economic Development Opportunities. Supporting Joint Management arrangements within the 10 parks and reserves. Support training, skills development and capacity building. Strengthen our partnerships with Traditional Owners and their representative bodies. Cultural and natural heritage is protected. 	<ul style="list-style-type: none"> Activity member of the GLaWAC GEA Partnerships Agreement Working Group to implement action plans and report on progress. The Authority's engagement plan actions are implemented and reported. The Authority's Aboriginal Cultural Heritage Procedure is used by all staff and reviewed and updated as specified.

Recognise recreational values

Outcome	Outcome Indicators	Regional Outcome Indicators	Regional Outcome Measure
<ul style="list-style-type: none"> Support the well-being of rural and regional communities by considering recreational values in water management 	<ul style="list-style-type: none"> Increase Victorian's valuing nature Increase public benefits from public land Increase community use of waterways and landscapes Improve access to attractive, safe and inclusive public spaces and neighbourhoods 	<ul style="list-style-type: none"> Recreational values are considered in plans and strategies. Shared benefits, including recreational values are considered and where possible woven into the delivery of programs. 	<ul style="list-style-type: none"> Communications show diversity of recreational, cultural and commercial benefits achieved. Planning, delivery and reporting of community grants (Victorian Landcare Grants, Gippsland Lakes Community Grants, RRAP Angler Grants and RRAP Landcare Grants).

Resilient and livable cities and towns

Outcome	Outcome Indicators	Regional Outcome Indicators	Regional Outcome Measure
<ul style="list-style-type: none"> Contribute to healthy communities and supporting resilient environments 	<ul style="list-style-type: none"> Safe, secure and affordable supplies in an uncertain future Effective and affordable wastewater systems Effective storm water management protects our urban environment Healthy and valued urban landscapes Community values reflected in place based planning 	<ul style="list-style-type: none"> Safe, secure and affordable supplies. Effective and affordable wastewater systems. Reduced flood risks. Healthy and valued waterways and Gippsland Lakes. Healthy and valued urban landscapes. Community values reflected in place-based planning. Jobs, economic growth and innovation. 	<ul style="list-style-type: none"> In partnership with East Gippsland Shire Council and East Gippsland Water complete the Bairnsdale IWM plan. In partnership with East Gippsland Shire Council and East Gippsland Water Bairnsdale Town Bairnsdale Livestock Exchange, Bairnsdale Oval and McGee's Gully water management.

Leadership, diversity and culture

Outcome	Outcome Indicators	Regional Outcome Indicators	Regional Outcome Measure
<ul style="list-style-type: none"> Reflect the diverse needs of the community 	<ul style="list-style-type: none"> Improve service delivery and decision making through strong, inclusive leadership and training and development opportunities. Foster attitudes and practices that better support diversity and inclusion. Create opportunities to recruit from diverse groups in the community and retain those recruited. 	<ul style="list-style-type: none"> Equitable numbers of women in middle management positions within the CMA in the next 7-10 years. A greater participation from aboriginal people in planning, leadership, decision making and employment within East Gippsland. An increased focus on influencing our partners towards improving diversity and inclusion outcomes. Helping parents who have intermittent periods of absence from work to continue growing their career opportunities. 	<ul style="list-style-type: none"> Implementation and reporting of the CMA Diversity and Inclusion Plan. Continue support for GEA WIL forum Implement the GLaWAC/GEA partnership agreement Implement the GLaWAC board observer program

Improved performance and demonstrating outcomes

Outcome	Outcome Indicators	Regional Outcome Indicators	Regional Outcome Measure
		<ul style="list-style-type: none"> The CMA has systems and capacity to satisfy government assurance processes. 	<ul style="list-style-type: none"> Corporate Plan completed annually. Quality and Performance Manager appointed to review Government requirements and expectations.
		<ul style="list-style-type: none"> The CMA can demonstrate benefits of on ground works linkages to condition change. 	<ul style="list-style-type: none"> Implementation of the Flagship rivers program. Share the outcomes and learnings of the Snowy River Rehabilitation Review. Publish Gippsland Lakes Annual Achievements report.
		<ul style="list-style-type: none"> Regional strategies and programs are monitored, evaluated and reported annually. Program reporting is accurate, on time and as expected as per funding agreements. 	<ul style="list-style-type: none"> NLP2 and Gippsland Lakes MERI Plans developed and reported against. RCS, RWS, RFMS, GLRSMP. State and Federal reporting submitted.

2.5. EAST GIPPSLAND REGION DESCRIPTION

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.

In a 2010 Native Title Determination, the Federal Court recognised that the Gunaikurnai hold native title rights over much of Gippsland.

At the same time, the Victorian Government took additional steps to recognise Gunaikurnai peoples' traditional rights and ownership and entered into a Recognition and Settlement Agreement (RSA) under the Traditional Owner Settlement Act 2010 (Vic) with the Gunaikurnai Land and Waters Aboriginal Corporation (GLaWAC). GLaWAC is the 'traditional owner group entity' for the purposes of the RSA. GLaWAC is also the Prescribed Body Corporate for the purposes of the Native Title Act 1993 (Commonwealth) and the

Registered Aboriginal Party (RAP) for the area for the purposes of the Aboriginal Heritage Act 2006.

As part of the RSA, ten parks and reserves have been granted to the Gunaikurnai as ‘Aboriginal Title’ by the Victorian Government. These Aboriginal Title areas are being jointly managed by Gunaikurnai and the Victorian Government. Eight of these parks and reserves are within the Authority’s region.

2.6. PRINCIPLES AND VALUES

The Authority adopts the following State Government values documented in section Part 2, 7 of the *Public Administration Act 2004*.

<i>Responsiveness</i>	<ul style="list-style-type: none"> Providing frank, impartial and timely advice to the Government Providing high quality services to the Victorian Community Identifying and promoting best practice
<i>Integrity</i>	<ul style="list-style-type: none"> 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
<i>Impartiality</i>	<ul style="list-style-type: none"> 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
<i>Accountability</i>	<ul style="list-style-type: none"> 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
<i>Respect</i>	<ul style="list-style-type: none"> Treating colleagues, other public officials and members of the Victorian community others fairly and objectively Ensuring freedom from discrimination, harassment and bullying Using the views of colleagues, other public officials and members of the Victorian community to improve outcomes on an ongoing basis
<i>Leadership</i>	<ul style="list-style-type: none"> Actively implementing, promoting and supporting these values
<i>Human Rights</i>	<ul style="list-style-type: none"> Respect and promote the human rights set out in the Charter of Human Rights when making decisions and providing advice Actively implement, promote and support human rights

2.7. GOVERNANCE STRUCTURE

Establishing Legislation

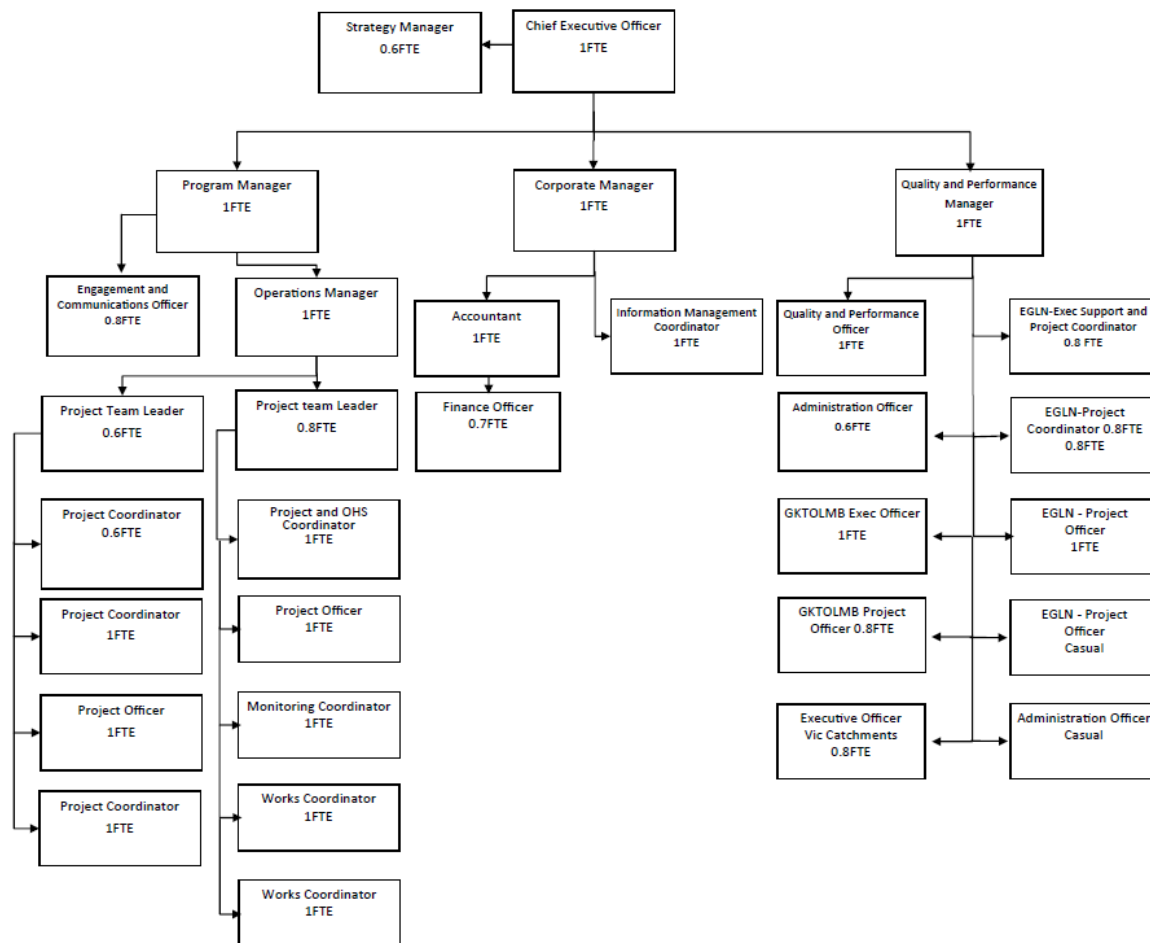
The Authority exists within the legislative framework below, with a degree of independence from the Department of Environment, Land, Water and Planning (DELWP). Notwithstanding this independence, the Authority is a statutory entity and must meet its obligations written either in the form of legislation or as government policy.

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*
- *Marine and Coastal Act 2018*
- *Freedom of Information Act 1982*
- *The Privacy and Data Protection Act 2014*
- *Protected Disclosures Act 2012*
- *Public Administration Act 2004*
- *Public Records Act 1973*

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

Organisational Structure



The Board

In carrying out its responsibilities, the Board undertakes to serve the interests of government, employees, stakeholders 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 and monitors the implementation of those plans.

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

Committees

The Board maintains committees with specific delegations documented in approved terms of reference reviewed annually.

Communications and Engagement Board Sub-Committee

Responsibilities include:

- Coordination and oversight of the implementation of Board level communication and engagement activities.
- Oversight of the annual reviews of the Board Engagement Plan and recommend the completed plan to the Board for endorsement.
- Oversight of the implementation of the Board Engagement Plan including performance against KPI's.
- Oversight of the production of the Authority's Annual Report as required.
- Review of reports on and oversight of the implementation of the Authority's program communication and engagement activities.
- Review of relevant communications and engagement policies for Board approval.

Audit and Risk Board Sub-Committee

Responsibilities include:

- Oversight of the Authority's financial performance and the effectiveness of the financial reporting process, including performance against the annual budget, the annual financial statements and all other internal controls.
- Oversight of the scope of work, performance and independence of the independent external internal audit function.
- Recommend to the Board the appointment and dismissal of internal auditors.
- Oversight of the scope of work and performance of the external auditor.
- Reviewing the operation and implementation of the risk management framework.
- Reviewing and endorsement of finance, risk and related policies for Board approval
- Reviewing the effectiveness of management information systems and other systems of internal control.
- Reviewing the Authority's process for monitoring compliance with legislation, regulations, ministerial directions and other compliance obligations.

People and Remuneration Board Sub-Committee

Responsibilities include:

- Ensuring that the Board has a strategic, sustainable long-term approach to issues relating to the people working for the Authority.
- To approve and review the Chief Executive Officer's (CEO) performance for the purpose of annual performance review and to recommend any annual increments in accordance with OPSER guidelines and current employment contract terms.
- In conjunction with the CEO to review and to recommend to the Board, in line with organisational and government policy, remuneration levels for executive management.
- Provide facilitation and oversight for preparation of Board Performance Reviews/Board member self-assessments and recommend any actions to the Board
- Provide advice to the Board in respect of the recruitment of external members to Board sub-committees.

- Undertake an annual review of the CEO Succession Plan and provide a report to the Board following the annual review, presenting the updated Plan for Board approval.
- Undertake an annual review of senior managers in the region who have the potential to advance to the CEO position, together with any development plans in place.

Staffing Levels

- Employment levels vary, dependent on funding and the workload of the Authority. The Authority employs some staff and utilises many partnerships to deliver on its responsibilities under the Water Act and the CaLP Act.
- Breakdown of FTE's for 2019 / 2020 is as follows.

Year	2018/2019	2019/2020
Executive and Senior Managers	4	4
Executive Office staff	1	1.6
Corporate Services Staff	2.7	2.7
Programs Staff	11.4	12.4
Quality and Performance Staff	6.8	6.8
TOTAL	25.9	27.5

Year	2016/17	2017/2018
Executive and Managers	7.6	6.8
Corporate Services and Engagement Staff	5	4.52
Operational Staff	9.1	10.8
Hosted Staff	1.8	2.8
TOTAL	21.7	22.12

Training and Development

The Authority is committed to ongoing training and development of our people. The Authority sets aside more than 1% of our total labour cost for training and development, which is allocated based on the development needs identified in the Authority's Performance Review and Development process.

2.8. MAJOR BUSINESS RISKS AND MITIGATING CONTROLS

The Authority's Audit and Risk Committee meets each quarter to review risks and associated mitigating controls. Risks assessed with a consequence rating of catastrophic and major that may affect EGCMA objectives are included in the Authority's risk register.

Risk	Risk Category					
	Strategic	Finance	Reputation	O H & S	Interagency	Legal and Compliance
Community Engagement and Relationships	✓	✓	✓			
OH&S	✓	✓	✓	✓		✓
Strategic Planning and Delivery	✓	✓	✓		✓	
Cultural Heritage & Environmental Impact	✓	✓	✓		✓	✓
Statutory Planning Advice	✓	✓	✓			✓
Government Financial Support	✓	✓	✓			✓

Further details of Authority risks rated ‘high’ have been extracted from the Authority’s Risk Register.

Risk	Causes	Controls
Lack of OH&S management and reporting leading to significant workplace incident or accident resulting in significant/permanent injury or death to employee or contractor.	<ul style="list-style-type: none"> • Lack of suitable safety procedures, reporting and monitoring • Unsafe or risky behaviour by employees or contractors • Poor safety culture • Lack of training and awareness • Poor contractor and staff induction procedures • Faulty or poorly maintained procedures • Dangerous climatic/environmental conditions • Unsafe site or location conditions 	<ul style="list-style-type: none"> • Project site visits, audits, risk assessments, compliance testing • Contractor and employee induction processes • Safety policies and procedures • Insurance • Critical Incident Response Plan • Plant assessments and maintenance programs
Poor engagement with the community leading to misunderstanding/execution of Authority’s goals and objectives resulting in reputational damage, loss of support with stakeholders and failure to meet strategic intent.	<ul style="list-style-type: none"> • Board not actively promoting Authority’s goals and objectives • Poor data capturing or understanding of community needs • No Engagement Strategy • Lack of prioritisation around engagement required with stakeholders • Poor understanding of who to engage with • Insufficient resources available to engage as required • Lack of reporting/assessment against engagement protocols 	<ul style="list-style-type: none"> • Board subcommittee for communications and engagement • Reporting / KPI’s in place to assess engagement plans • Performance development plans address engagement • ACE database to record all stakeholder discussions and report on engagement activities • CMA Engagement Plan aligned to strategy • Staff training in engagement • Round Tables have been established to engage on priorities identified in the strategic plan

2.9. REPORTING AND REVIEW OF THE CORPORATE PLAN

The Board monitors progress against objectives of the Corporate Plan at each 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 as required.

2.10. 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. FUTURE CHALLENGES AND OPPORTUNITIES

3.1. SIGNIFICANT ACTIVITIES

Gunaikurnai Traditional Owner Land Management Board hosting arrangement

The Authority continues to host the Gunaikurnai Traditional Owner Land Management Board (GKTOLMB) for provision of its Executive Officer and Project Officer and for supporting Board members.

The Executive Officer position reports directly to the Authority's CEO and Chairman of the GKTOLMB.

This co-operative arrangement builds capability at officer level by sharing management skills and builds cultural awareness and long-term relationships among CMA staff and GKTOLMB members.

Gunaikurnai Land and Water Aboriginal Corporation Partnership Agreement

The Authority has led the establishment of, and signed, the partnership agreement with Gunaikurnai Land and Waters Aboriginal Corporation (GLaWAC) on 14th May 2018 together with another 12 Victorian Government departments and agencies who are members of the Gippsland Environment Agencies (GEA) forum.

The agreement establishes agreed objectives and actions to strengthen the partnership between all these agencies and GLaWAC. The agreement also establishes a working group comprising all signatory members that will report progress towards objectives back to the GEA forum.

Gippsland Lakes Coordinating Committee hosting

The Gippsland Lakes Coordinating Committee (GLCC) was established by the Minister for Environment, Climate Change and Water on 30th July 2015 appointing the Chairman of the East and West Gippsland Catchment Management Authorities as members and Co-chairs.

Key functions of the GLCC are:

- To deliver projects with a specific focus on improving the environmental condition of the Gippsland Lakes through on-ground management activities;
- Advising the Minister of environmental issues concerning the Gippsland Lakes; and
- Making recommendations on the allocation of funding.

The Authority manages the distribution of GLCC funding and provides management oversight via service level agreements with DELWP and partner agencies for the delivery of projects identified within the Gippsland Lakes Priorities plan.

East Gippsland Landcare Network (EGLN) hosting

The Authority has recently signed an agreement to provide staff and associated services to the East Gippsland Landcare Network. The arrangement will enable the Authority to support the volunteer network by alleviating the workload of EGLN being an employer and allowing the network's Executive to focus on its strategic objectives.

The arrangement includes providing staff, office accommodation, IT infrastructure and access to authority equipment. This new level of collaboration between the Authority and EGLN will strengthen our existing partnership and lead to improved effectiveness and better outcomes for East Gippsland.

Vic Catchments hosting

The Authority provides administrative support to Vic Catchments. Formed in 2017, Vic Catchments is a collegiate body comprising each chair and CEO of the ten Victorian CMA's and the Victorian Catchment Management Council.

It is designed to improve the state-wide delivery of the Our Catchments, Our Communities strategy for Victoria through a clear, consistent and accountable principles framework. It is also designed to improve coordination and engagement with the state-wide partners involved in Integrated Catchment Management in Victoria.

Gippsland Environment Agencies (GEA)

GEA is a forum comprising all leaders of Victorian government natural resource agencies working within Gippsland. GEA ensures agencies are working together on issues and strategic priorities for Gippsland. GEA is also the host forum for the Catchment Partnership agreement implementation.

Chaired by the EGCMA CEO, the GEA forum has the following strategic priorities for 2019:

1. Ensure implementation of the GLaWAC partnership agreement.
2. Ensure implementation of the East Gippsland Catchment Partnership agreement.
3. Jointly communicate benefits of GEA initiatives.

East Gippsland CEO's and MD's forum

The East Gippsland CEO's and MD's forum comprises all leaders of East Gippsland agencies. Members come from traditional owner organisations, health organisations, local government, water authorities and Gippsland Ports. The forum is established to ensure East Gippsland agencies are working together on issues and strategic priorities for East Gippsland.

The forum is also the host for the Integrated Water Management forum for East Gippsland.

Chaired by the EGCMA CEO, the forum has the following strategic priorities for 2019:

1. Participate in the East Gippsland Shire Council Economic Development Plan.
2. Initiate a joint succession and skills capability project, embracing opportunities for tertiary education transition for regional youth.

3. Ensure implementation of the GLaWAC partnership agreement.

Diversity Planning

The Authority has developed an East Gippsland CMA Diversity and Inclusion Plan, as part of a CMA state-wide initiative responding to the Our Catchments Our Communities and Water for Victoria Plan. Progress on plan actions is reported to the Board.

Shared Services contracts

Contractual arrangements are in place with West Gippsland CMA underpinning the joint statutory unit established in 2005. The unit ensures both CMA's have the capacity and resources to provide this important service to the community.

3.2. KEY BUSINESS PARTNERSHIPS

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

Investment and Partnership Roundtables

The Authority continues to work productively with many project partners such as DELWP, Parks Victoria (PV), Landcare, East Gippsland Shire Council, Trust for Nature (TFN), 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 (PWGs). 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 DELWP, PV, TFN, traditional owners and Landcare. Programs and projects have been developed collectively to ensure the greatest opportunity for collaboration.

Landcare Networks Forum

Participation between Landcare network executives and the EGCMA is managed through a quarterly forum convened by the EGCMA CEO. The forum comprises members from Snowy River Interstate, Far East Victoria Landcare Network and East Gippsland Landcare Network.

Discussions range from strategic ideas and programs to operational matters. We use the meetings to support each other and share knowledge and ideas.

The Landcare facilitators also have a similar forum with the Regional Landcare Coordinator where they share ideas and issues together.

Traditional Owner and Aboriginal Corporation Partnerships

The Authority is committed to involving Aboriginal people in our NRM activities in the region. We value the relationships that have been established with the Gunaikurnai Land and Waters Aboriginal Corporation (GLaWAC), Moogji Aboriginal Council and the GKTOLMB.

3.3. FUTURE OPPORTUNITIES AND CHALLENGES

Drought

The region has faced one of the driest two year periods on record and communities are facing severe difficulties associated with low water availability and reduced stock feed. The Authority has led agency support through the drought through chairing the East Gippsland Drought Reference Committee of the East Gippsland Shire.

The committee has been coordinating government agency and volunteer agency support through this difficult period.

The Authority has also managed the Drought Employment Program across the North East, West Gippsland and East Gippsland CMA areas. The program is continuing into this year and has so far employed approximately 40 people at any one time.

Coastal and Marine Act

The Coastal and Marine Act changes are welcomed by the Authority who has been actively involved in coastal and marine strategic planning since inception.

The immediate changes involve the incorporation of Coastal and Marine priorities into the renewed RCS. This will involve further engagement with coastal interest groups and agencies. The Authority has actively engaged with coastal communities and agencies for many years and is confident we can ensure coastal and marine priorities continue to be incorporated into the RCS.

Coastal erosion strategic planning and statutory advice will take several years of planning before being enacted through ministerial delegation. Work has begun on developing a body of practice that will underpin consistent decision making, and there is opportunity for a shared service arrangement between CMA's on coastal matters that will improve efficiency of this service.

Local Coordination and support

The Authority has significant skills in governance and management that are being utilised more and more by partners and agencies. Support agreements are now in place between the Authority and GKTOLMB, Vic Catchments and East Gippsland Landcare Network. Governance leadership and guidance is being sought by smaller agencies and groups who are finding it difficult to manage independently in an environment of increased regulatory compliance.

Further, partners have seen the benefits of developing local solutions to local problems. This has driven an increased demand for assistance to develop concept proposals to solve emerging issues. For example, the Authority and partners are working on development of several new concepts as follows:

1. Producing new concepts for the management of deer in the environment. Called "Eat the problem" we are working with community and industry to trial ways to utilise wild deer within a value food chain.

2. Development of an Ag Futures program designed to coordinate sustainable Ag programs under a set of climate change resilience outcomes.
3. Decommissioning of Nicholson Dam concept, designed to alleviate the cost burden of outdated storage and re-connect the Nicholson river natural flows to the Gippsland Lakes.

Improved monitoring, evaluation and reporting

The Authority is assisting the flagship waterway state-wide trial of a new approach to setting, reporting and achieving river restoration targets. The trial is designed to help demonstrate the tasks and cost behind successful river restoration work. The Authority will continue to work with the State this year in developing the trial on the Cann River along with communication and engagement tools such as the development of a website.

4 PERFORMANCE MEASURES

The following tables reflect the performance measures set by the Minister from which we will account each year on our progress in meeting responsibilities set by the State Government.

Performance Area	Performance target	Achievement commentary
Business management and governance	Submit annually, a board performance assessment report according to any guidelines issued.	<i>State if the report complied with any guidelines issued OR If the report did not comply to any guidelines issued, explain the reason/s.</i>
	A risk management strategy / plan approved by the Board and being implemented.	<i>State if the strategy /The risk management plan is approved by the board and being implemented OR If the strategy / plan is not approved by the Board and being implemented, explain the reason/s.</i>
	One hundred per cent of the CMA's policies and procedures reviewed every three financial years.	<i>State the percentage of policies and procedures reviewed during the prior three financial years OR If less than 100 per cent, state the percentage achieved and explain the reason/s why 100 per cent was not achieved.</i>
	Full compliance with all applicable Standing Directions under the Financial Management Compliance Framework Checklist.	<i>State if full compliance was achieved OR If full compliance was not achieved, state which direction requirement/s were not complied with and explain the reason/s for non-compliance.</i>

Performance Area	Performance target	Achievement commentary
Regional planning and coordination	A regional catchment strategy (RCS) approved by the minister.	<i>Describe the status of the RCS at the end of the last financial year</i>
	A stakeholder and community engagement framework / plan approved by the Board.	<i>Describe the status of the framework / plan at the end of the last financial year.</i>
	A regional Landcare support plan approved by the Board.	<i>Describe the status of the plan at the end of the last financial year.</i>
	A regional waterways strategy approved by the minister.	<i>Describe the status of the strategy at the end of the last financial year.</i>
	A regional floodplain strategy approved by the Board.	<i>Describe the status of the strategy at the end of the last financial year.</i>
	Land and water management plans (LWMP) in designated irrigation areas (or equivalent) approved by	<i>Describe the status of the LWMP at the end of the last financial year.</i>

Performance Area	Performance target	Achievement commentary
	the Board.	
Regional delivery	Progress with implementation of the RCS (and its major sub-strategies) is reviewed by the Board annually.	<i>State if progress on implementation was reviewed by the Board by the end of the last financial year</i> <i>OR</i> <i>If the progress on implementation was not reviewed by the Board, explain the reason/s.</i>
	Projects / activities to implement the RCS are delivered and reported according to associated funding agreements.	<i>State if the projects / activities were delivered and reported according to associated funding agreements</i> <i>OR</i> <i>If the projects / activities were not delivered and reported according to the funding agreements, explain the reason/s.</i>
	Projects / activities to implement the regional waterways strategy and the regional floodplain management strategy delivered and reported according to associated funding agreements.	<i>State if the projects / activities were implemented and reported according to associated funding agreements</i> <i>OR</i> <i>If the projects / activities were not delivered and reported according to associated funding agreements, explain the reason/s.</i>
Statutory functions under Part 10 of the Water Act	Ninety per cent of statutory requirements (permits, referrals, advice and licences) associated with waterway and floodplain management are responded to within the prescribed period.	<i>State the percentage of responses that were within the prescribed period</i> <i>OR</i> <i>If the percentage of responses within the prescribed period was less than 90 per cent, explain the reason/s</i> <i>AND</i> <i>Identify if waterways and / or floodplain related responses were affected.</i>
Statutory functions under Part 11 of the Water Act	Ninety per cent of statutory requirements (permits, referrals, advice and licences) associated irrigation management are responded to within the prescribed period.	<i>State the percentage of responses that were within the prescribed period</i> <i>OR</i> <i>If the percentage of responses within the prescribed period was less than 90 per cent, explain the reason/s.</i>

5 ESTIMATES OF REVENUE AND EXPENDITURE

5.1 PROGRAMS BUDGET

Income and Expenditure Estimates for 2019 2020 financial year								
Program Budget	Income (\$000)						Expenditure (\$000)	Carry-over (\$000)
		(a)	(b)	(c)	(d)	(e) = (a)+(b)+(c)+(d)	(f)	(g) = (e) – (f)
	Investor program reference (1)	Carry-fwd from last year (2)	State Government funding	Commonwealth Government funding	Other funding	PROGRAM TOTAL	PROGRAM TOTAL	Carry-over to next year (3)
Far East Basin	S3,S4	51	205			149	256	
Tambo Nicholson Basin	S3, S4	63	180			243	243	
Mitchell Basin	S3, S4, S5	264	786			1,050	1,050	
Snowy Basin	S3, S4		279			279	279	
National Landcare Program	C1	97		1,269		1,366	1,366	
Gippsland Lakes	S6	626	2,513			3,139	3,139	
Gunaikurnai TOLMB	01				458	458	458	
East Gippsland Landcare Network	02				368	368	368	
Vic Catchments	S9, 03	160			121	281	281	
Region Wide	S2, S4, S5, S7, S8, S9	33	1,583			1,616	1,616	
Governance and Executive	S1		843			843	843	
Other	04				110	110	751	
	TOTALS	1,294	6,389	1,269	1,057	10,009	10,650	

5.2 INCOME BUDGET

Income Assumptions (Investor Programs) for 2019 2020 financial year				
Investor program reference (1)	State Government (2)	Program title (3)		\$000
S1	DELWP	VWPIF 2019-20 Governance/Corporate		843
S3	DELWP	VWPIF 2016-20 - Waterway Health – On-ground Works		709
S4	DELWP	VWPIF 2016-20 - Waterway Health Regional Riparian Action Plan		795
S5	DELWP	VWPIF 2016-20 - Waterway Health Statutory Functions		822
S6	DELWP	VWPIF 2016-20 - Waterway Health Gippsland Lakes		2,513
S7	DELWP	VWPIF 2016-20 - Environmental Water Program		166
S8	DELWP	VWPIF 2016-20 - Floodplain Management		150
S9	DELWP	VWPIF 2016-20 - OCOC		391
			Sub-total	6,389
	Commonwealth Government (2)	Program title (3)		
C1	Dept. of Environment & Energy	NLP2: Regional Land Partnership		1,269
			Sub-total	1,269
	Other (2)	Program title (3)		
01	GKTOLMB	Gunaikurnai Traditional Owners Land Management Board		458
02	EGLN	East Gippsland Landcare Network Inc		368
03	Vic Catchments	Vic Catchments		121
04	TCV, NAB	Interest		110
			Sub-total	1,057
			TOTAL	8,715

5.3 OPERATING STATEMENT ('000)

	2019/20 Forecast	2020/21 Forecast	2021/22 Forecast
Revenue			
Local			
Interest	110	100	95
Other	947	967	989
Grants	0	0	0
State	6,389	6,391	6,393
Commonwealth	1,269	1,269	1,269
Total Revenue	8,715	8,727	8,745
Expenditure			
Labour	2,973	3,047	3,125
Overheads	866	888	910
Depreciation	225	222	216
Authority Projects	3,345	3,049	3,053
Partner Projects	3,241	2,311	2,161
Total Expenditure	10,650	9,517	9,466
Operating Surplus/(Deficit)	(1,935)	(790)	(721)

5.4 PLANNED PROGRAMS ('000)

Corporate and Statutory Operations	Income				Forecast Expenditure
	State	C'wth	Other	Total	
Governance & Executive	843			843	843
Interest			110	110	
Other				0	751
Sub-total (1)	843	0	110	953	1,594
VIF/RCS Programs					
Far East Basin	205			205	256
Tambo Nicholson Basin	180			180	243
Mitchell basin	786			786	1,050
Snowy Basin	279			279	279
National Landcare Program		1,269		1,269	1,366
Gippsland Lakes	2,513			2,513	3,139
Gunaikurnai TOLMB			458	458	458
East Gippsland Landcare Network			368	368	368
Vic Catchments			121	121	281
Region Wide	1,583		0	1,583	1,616
Sub-total (2)	5,546	1,269	947	7,762	9,056
Total	6,389	1,269	1,057	8,715	10,650

5.5 CASHFLOW ('000)

	2019/20 Forecast	2020/21 Forecast	2021/22 Forecast
Revenue			
Local			
Interest	110	100	95
Other	947	967	1,010
Grants	0	0	0
State	6,389	6,391	6,395
Commonwealth	1,269	1,269	1,269
Total inflows	8,715	8,727	8,769
Expenditure			
Labour	2,973	3,047	3,125
Overheads	866	888	910
Authority Projects	3,345	3,049	3,053
Partner Projects	3,241	2,311	2,161
Net Capital Outflow	453	50	50
Total outflows	10,878	9,345	9,300
Net inflow (outflow)	(2,164)	(618)	(531)
Cash and cash equivalents and term deposits at the beginning of the financial year	8,305	6,141	5,524
Cash and cash equivalents and term deposits at the end of the financial year	6,141	5,524	4,993

5.6 BALANCE SHEET ('000)

Assets	2018-19 Forecast	2019/20 Forecast	2020/21 Forecast	2021/22 Forecast
Current				
Cash and cash equivalents	8,305	6,141	5,524	4,993
Receivables & Prepayments	204	223	240	260
Total Current	8,509	6,364	5,764	5,253
Non-Current				
Fixed Assets @ Fair Value	1,240	1,469	1,297	1,148
Total Non-Current	1,240	1,469	1,297	1,148
Total Assets	9,749	7,833	7,060	6,401
Liabilities				
Current				
Creditors & Accruals	210	216	207	224
Employee Provisions	661	680	700	736
Total-Current	871	896	907	960
Non-Current				
Provisions	60	55	60	69
Total Non Current	60	55	60	69
Total Liabilities	931	951	967	1,029
Net Assets	8,818	6,883	6,093	5,372
Equity				
Contributed Capital	6,987	6,987	6,987	6,987
Reserves	842	842	842	842
Accumulated Funds at beginning of Year	1,058	988	(947)	(1,737)
Net Result for the Period	(70)	(1,935)	(790)	(721)
Total Equity	8,818	6,883	6,093	5,372

5.7 NOTES

5.7.1 Assumptions underpinning the financial forecasts

- 5.7.1.1 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.
- 5.7.1.2 State and federal government policy continue to support the funding of natural resource management projects. State and federal funding has been indexed at the rate of 2.5% per annum except in circumstances where details of forward funding amounts have been received by the Authority.
- 5.7.1.3 The State Government continues to provide resources to support the Authority to fulfil statutory obligations and corporate responsibilities.
- 5.7.1.4 Expenditure, including salaries and wages, has been increased year on year by a forecast CPI of 2.5%.

5.7.2 Corporate overheads allocated to projects

The cost of operating and maintaining the plant, equipment and vehicles owned by the Authority is budgeted to be \$238K for the 2019/20 year.

The open-door cost of operating the Authority is budgeted to be \$654K for the 2019/20 year. 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 variable but more stable in nature than project costs. The Authority works with key partners to control costs through areas such as shared occupancy arrangements, shared services with other agencies, information management platforms, internet service providers and staff training.

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 the allocation of overheads to projects based on a rate per labour hour. 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 27.5 FTEs over 2019/20, on average each FTE will cost the organisation \$24,908 in open door costs and \$9,051 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.

The Authority plans to utilise 5% of State funded water program projects to provide sufficient resources to fund our engagement, monitoring, evaluation and reporting obligations. The Authority is committed to the State-wide Reporting framework.

5.7.3 Project Costing Principles

The Authority project costing principles include:

- Maintaining transparency within our costing model
- Keeping overhead costs to a minimum
- Nominating staff hours required by the project
- Allocating specific staff to the project
- Applying individual staff costs per hour including salaries and overheads (as described above)
- Allocating contractors from the Authority's approved panel at agreed rates
- Paying incentives to partners with agreed deliverables via service level agreements
- Identifying and costing other direct project costs, including MER.

5.7.4 Corporate Allocation

The Authority will receive \$843k in the 2019/20 year as a contribution towards the following governance, management and operating functions:

- The Board
- Sub Committees and Reference Groups
- The CEO and Support
- Corporate Services
- Meeting the statements of obligations for both the CaLP Act and Water Act.

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.

5.7.5 Capital Expenditure

The Authority plans to spend \$195k on capital items in 2019/20. This spend includes the upgrade of the Authority's shared financial management information system with 7 other CMA's.

6 ACRONYMS

CaLP Act	Catchment and Land Protection Act 1994
CEO	Chief Executive Officer
CFOC	Caring For Our Country
DELWP	Department of Environment, Land, Water & Planning
EGWS	East Gippsland Waterway Strategy
Engagement Plan	Engagement Plan 2016/17
EPA	Environment Protection Authority
GLaWAC	Gunaikurnai Land and Waters Aboriginal Corporation
GLCC	Gippsland Lakes Coordinating Committee
GSERP	Government Sector on Executive Remuneration Panel
KPIs	Key Performance Indicators
MER	Monitoring, Evaluation & Reporting
NLP	National Landcare Program
NRM	Natural Resource Management
OH&S	Occupational Health and Safety
PV	Parks Victoria
PWGs	Program Working Groups
PIRS	Project Information & Retrieval System
RCS	Regional Catchment Strategy
TFN	Trust for Nature