



EAST GIPPSLAND
CATCHMENT
MANAGEMENT
AUTHORITY

CORPORATE PLAN

2020/21 - 2024/25

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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 2020 to 30 June 2025. The scope of the Plan extends to five years with a particular focus on the next year's requirements to achieve our strategic goals.

This Plan satisfies the Corporate Plan requirements under the *Water Act 1989* (Water Act), the Business Plan requirements under the *Catchment and Land Protection Act 1994* (CaLP Act), the Ministerial Guidelines, the *Statement of Obligations for Catchment Management Authorities* and the *Letter of Expectations*.

Importantly it provides transparency to our community, the government and other stakeholders about the outcomes we aim to achieve with government investment and provides the framework for reporting on the Authority corporate performance in the Annual Report.

The East Gippsland Region has experienced significant challenges over recent years. Notably, rainfall has been well below average during the past three years, which was exacerbated by the unprecedented 2020 bushfires that impacted large parts of the land area in the region. At the time of preparing this Plan, the community is also in the midst of the coronavirus pandemic. Collectively, these challenges have had a widespread and significant impact on the region, the community and our catchments. Natural assets and the Authority's physical assets have been dramatically impacted in rivers and catchments that are already suffering from reduced flows. The efforts of the Authority have never been more important in collaborating with our partners and stakeholders in regional recovery efforts in the coming years.

The Authority has continued to maintain service delivery during coronavirus, with minimal disruption to critical roles and business processes. The on-ground works program has continued whilst adhering to strict protocols. The Authority's information and communication technology (ICT) and business processes have enabled staff to work from home and maintain both internal and external engagement levels.

There have been some variations to programs to ensure strict adherence to coronavirus rules. For example:

- Variations to some of the Authority's community grant programs have been necessary as partners have not been able to conduct community-based events.
- Authority community events have been postponed for the time being.

Staff have maintained strong and regular connections with each other and community partners during this time. Telephone and online meetings have supported conversations and connections at both informal and formal levels. Work plan priorities have been reviewed, flexible working arrangements supported, and leave provided when required to accommodate the current coronavirus restrictions and the impacts these are having on all staff.

The existing uncertainties associated with the coronavirus pandemic and the Authority's ability to achieve strategic outcomes through its programs and initiatives has been a consideration in the preparation of this Plan. Community engagement and collaborative effort; which is a critical success factor in achieving the Authority's

strategic objectives, has been necessarily curtailed through the pandemic control initiatives and remains a significant uncertainty in the months ahead.

Despite this uncertainty, the Authority remains committed to delivering on the nine statewide priorities that are described in the *Letter of Expectations*. The following summary describes the major programs and projects of the Authority for next year under each state-wide priority heading:

1. Improved performance and demonstrating outcomes

- Achieving statutory function efficiencies through shared services arrangements. The focus this year is to expand floodplain statutory arrangements to other Catchment Management Authority's and roll out a shared financial system. The East Gippsland CEO's (EG CEOs) forum; chaired by the Authority CEO is also achieving efficiencies through sharing services and staff.
- Monitoring Evaluation Reporting and Improvement (MERI) Plans are in place for the flagship waterway programs at Cann River, Gippsland Lakes and all National Landcare Program Phase 2 (NLP2) programs..
- The Authority's flagship program monitoring and reporting framework provides a monitoring system for all past works which consistently evaluates site condition and compliance with landholder agreements. The information aggregates to provide reach and landscape scale assessments of our progress.

2. Climate Change

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

- Addressing climate change implications for the Gippsland Lakes through the "Room to Move" initiative, which is seeking to manage impacts on the lake environment, adjoining rivers and wetlands, lakeside town infrastructure planning and cultural heritage protection.
- Continuation of the Lakes Entrance Growth and Adaption Strategy to plan for the potential future impacts of sea-level rise and riverine flooding on Lakes Entrance Township, in collaboration with East Gippsland Shire Council, Department of Environment, Land, Water & Planning (DELWP).
- Achieving net zero carbon emissions through implementation of solar panel installations across all owned buildings.

3. Waterway and Catchment Health

The Authority has completed all obligations for the fourth Environmental Contributions Levy (EC4) tranche of funding programs and submitted a proposal for the EC5 tranche of funding to be considered by government in 2020/21. Key priorities for the new tranche are:

- Continuation of the Flagship programs including Mitchell River, Cann River and the Gippsland Lakes.
- Continuation of willow and woody weed control programs in upper catchment streams.

- Continuation of the Gippsland Lakes program, overseen by the Gippsland Lakes Coordinating Committee (GLCC)
- Scaling up the lower Mitchell rehabilitation works in line with the Water for Victoria listing as a flagship priority, with a focus from Glenaladale bridge at the top of the floodplain to the mouth.
- Completing two landscape program status reports for Gippsland Lakes and Red Gum Plains this year.

4. Water for Agriculture

Continuing to support a productive and profitable agriculture sector across the region. The Authority will support the industry to adapt to change and help the sector do more with less water. A key priority for this year is the contribution to development of the Central and Gippsland Sustainable Water Strategy.

5. Community Engagement and Partnerships

High levels of effective engagement are fundamental to the success of the Authority in delivering our programs. The Authority's annual engagement and participation plan guides engagement at all levels to ensure that as many partners as possible are working together on common RCS priorities. Examples of related initiatives are:

- Membership of Vic Catchments, a collegiate body of all CMA Chairs and CEO's focusses on high-level state-wide relationships with partners such as Landcare, Greening Australia and Trust for Nature.
- Providing administrative support to the GLCC.
- Membership of the EG CEOs and Gippsland Environment Agencies (GEA) forums, focussing on implementation of the East Gippsland Catchment Partnership Agreement.
- Facilitating a range of Program Working Groups, comprising partner agencies, groups and individuals, to coordinate and implement landscape priority programs in East Gippsland and Cross-Border.

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

- Partnering with GLaWAC together with other Gippsland water agencies to host water officers is helping to further identify cultural values and future management options along our waterways.
- Also in partnership with GLaWAC, developing 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 program has assisted Moogji to develop skills and reputation meeting competitive tender criteria for other agencies in East Gippsland.
- Assisting the development of the "Parks as Products" initiative of the Gunaikurnai and Victorian Government Joint Management Plan, which

aims to identify and leverage cultural knowledge and stories relevant to the ten parks and reserves.

7. Recognise recreational values

Communities utilise our natural environments for recreational purposes such as enjoying nature, camping, fishing and paddling. The Authority will continue to work with community groups to increase involvement and participation in improving the environment through:

- A range of community grants programs such as Gippsland Lakes Community, Landcare, Riparian Action Plan, and Angler Riparian grants.
- Supporting community initiatives such as the Bairnsdale Rowing Regatta held on the Mitchell River and community group clean up days.
- Incorporating recreational values into regional landscape plans, such as provision of community spaces in the Lower Mitchell Rehabilitation plan.

8. Resilient and liveable cities and towns

The Integrated Water Management (IWM) Forum has been well integrated with the EG 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 including a water re-use project at the Bairnsdale Sale Yards and recreation reserve.

9. Leadership, diversity and culture

- Continuing to chair the GEA forum and lead implementation of the partnership agreement between Gunaikurnai Land and Waters Aboriginal Corporation (GLaWAC) and the member agencies, which targets aboriginal workforce development, increased participation in decision making on Country, implementation of the Joint Management Plan and growing cultural knowledge and understanding.
- Through the GEA, continuing to host the Women Leadership Team (GEA WLT). Led by women in Gippsland, the team is about developing and fostering leadership at all levels. GEA WLT hosts an annual regional forum, a mentoring program, jointly convened training across agencies and has involved over 500 women in Gippsland to date.
- Implementing our Diversity and Inclusion Plan. Through our engagement processes, the Authority is also fostering greater adoption of diversity and inclusion by our partners.
- Continuing to provide administrative support services for Gunaikurnai Land and Water Traditional Owner Land Management Board (GKTOLMB). This sharing of services delivers efficiencies and utilises the Authority governance skills, systems and expertise to assist our partners.

The following sections set out in greater detail the strategic objectives, programs, initiatives, outputs and outcomes to be delivered during the coming period along with the related Authority resource requirements. The Plan underpins the important role and activities of the Authority in the regional recovery effort from the devastating drought and bushfires and delivering on the State-wide priorities for catchment management.

1. BUSINESS DIRECTION

1.1. PURPOSE

The East Gippsland Catchment Management Authority is a government statutory authority whose role is managing waterways and influencing catchment management in partnership with the community.

1.2. VISION

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

1.3. OUR CONTEXT

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:

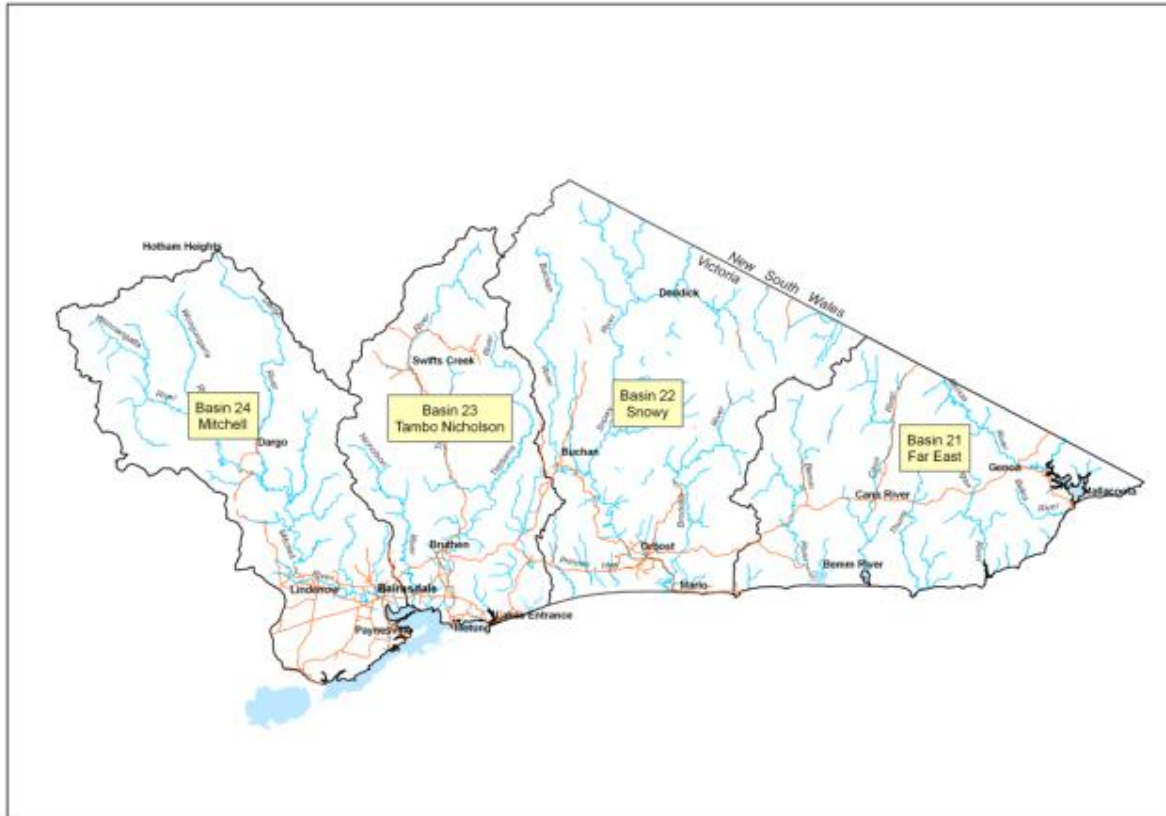
- The Gippsland Lakes, which have significant environmental, social and economic value and are on the Ramsar List of Wetlands of International Importance.
- Its array of streams, especially the wild rivers, including the iconic Snowy River and Victoria's biggest unregulated stream, the Mitchell River.
- 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 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.

Figure 1



1.4. 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 (OCOC)". The 5 goals of the policy are:

- Effective community engagement in catchment management
- Better connections between state, regional and local planning
- Strengthened implementation of regional catchment strategies
- Clearer roles, strengthened accountability and coordination
- 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:

- Water for Victoria – Water Plan (2016)
- Protecting Victoria’s Environment - Biodiversity 2037
- Regional Riparian Action Plan
- Victorian Floodplain Management Strategy
- Victorian Waterway Management Strategy
- Gippsland Sustainable Water Strategy
- *Climate Change Act 2017*
- *Marine and Coastal Act 2018*

Integral to these policies and frameworks, the Minister for Water’s Letter of Expectation sets out the following nine priority policy areas to be addressed by the Authority:

- Improved performance and demonstrating outcomes
- Climate change
- Waterway and catchment health
- Water for agriculture
- Community engagement and partnerships
- Recognise and support Aboriginal cultural values and economic inclusion in the water sector
- Recognising recreational values
- Resilient and liveable cities and towns
- Leadership, diversity and culture

The planned programs and initiatives and the associated outcomes to be achieved in progressing the priority policy areas are detailed in Section 2 of this Plan. Having regard to the ongoing commitment necessary for integrated catchment management and achieving sustainable and beneficial outcomes, all of the initiatives and programs are being progressively implemented over the medium to long term. The Plan also brings a focus to the related near term activities to be implemented over the coming year.

2. PLANNED PROGRAMS, SERVICES AND INFRASTRUCTURE DELIVERY

2.1. MAIN BUSINESS UNDERTAKINGS

The Authority provides for the integrated management of land, biodiversity and water resources in the region. It also has responsibility for the planning and delivery of river health works and several statutory activities. The main Authority business undertakings as set out in governing legislation 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 priority policy areas 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.

2.2.1. Improved performance and demonstrating outcomes

The Authority will continue to work closely with DELWP to improve reporting systems and processes. This includes transitioning from the current system into a new reporting system, reviewing and supporting the funding submission processes and supporting the development and renewal of guidelines and processes.

The Authority will continue to provide evidence and reporting of demonstrating outcomes of government investment into waterways and catchment health. 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 for over 160 sites across the region and is providing before and after photos, shared stories and case studies.

Monitoring Evaluation Reporting and Improvement (MERI) Plans are in place for the flagship waterway programs at Cann River and Gippsland Lakes. All National Landcare Program Phase 2 (NLP2) programs have MERI plans, which guide Authority obligations for monitoring and reporting.

The Authority will continue to improve efficiency in delivery of shared services, procurement and technology. Some examples of shared services arrangements include:

- West Gippsland CMA coordinating and administering the East and West Gippsland statutory functions; and the Gippsland Lakes media and communications.
- The Authority hosting GKTOMLB, providing administrative, human resources and management support.

The Authority has developed a social procurement strategy and recently reviewed the internal procurement procedure. These documents aim to support planned and considered approaches to procurement to achieve value for money, probity and social procurement objectives. The Authority's social procurement focus areas are:

- Increasing opportunities for Victorian Aboriginal people
- Supporting a safe and fair workplace; and
- Creating sustainable Victorian social enterprises and Aboriginal business sectors.

The use and effectiveness in time and effort is lowering the cost of overall organisational IT functions. A few examples of this includes:

- Capturing field data electronically, this was used as part of fire recovery assessments, reducing the time spent on manual data input and translation.
- Updating the Finance system through a consortium of seven CMAs to share costs and improve efficiencies and knowledge sharing
- Implementing Microsoft Teams to improve collaboration between CMAs and lowering travel costs and reducing travel times
- Adopting better satellite communications to improve contact for remote workers when outside of the mobile phone network

The Authority remains committed to working with Vic Catchments to continue to strengthen collaboration and performance in catchment management.

The Authority is committed to continuing to deliver integrated catchment management through the Gippsland Environment Agencies and the Catchment Partnerships Agreement.

2.2.2. Climate Change

Supporting the broader government action to adapt to climate change and variability and net zero emissions, the Authority will focus on the following projects for the 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. Adapting to climate change and variability will be part of the Gippsland Lakes program. This year the Authority will work with partner agencies and community groups to implement a project aptly named 'Room to Move'. The project will manage the lake environment and surrounds for 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 all part of the design, planning and implementation of the project.
- Continuation of the Lakes Entrance Growth and Adaption Strategy is a cooperative effort between East Gippsland Shire Council, Department of Environment, Land, Water & Planning (DELWP) and the Authority. 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 Authority is committed to achieve net zero emissions by 2025 through implementation of solar panel installations across all owned buildings. Concept design is completed. Statutory planning approvals will be completed in 2021. Subject to funding, implementation is planned for 2022.

2.2.3. Waterway and Catchment Health

The Authority will continue to implement the East Gippsland Waterway Strategy, and related actions in Water for Victoria.

Having completed all obligations for the fourth Environmental Contributions Levy (EC4) tranche, we have submitted a proposal for the EC5 tranche of funding to be considered by government in 2020/21. The focus this year will be EC5 implementation and fire recovery works, which will continue to support the gains and achievements from previous EC tranches and deliver works to recover waterways and catchments that were impacted by the bushfires. The key priorities are:

- The commencement on the next Flagship program is the Mitchell River and continuation of the programs for Cann River and the Gippsland Lakes. The project strives for a healthy river and floodplain that can support regional economic development and community wellbeing.
- Continuation of the willow and woody weed control programs in the upper catchment streams across East Gippsland will continue. This work is of importance after landscape scale bushfires to ensure willows and blackberry can no longer dominate our waterways as was the case in the past.

- As part of fire recovery efforts, the Authority will continue to work with landholders to reconstruct approximately 100km of riparian fencing that was burnt. The Authority will also hold community events to discuss the changes occurring in the environment, ways we can continue to work together and to check on people's health and wellbeing.
- The Gippsland Lakes program; overseen by the GLCC will continue to involve than 40 groups and agencies to deliver on ground works, citizen science and community engagement events. This year the focus will be on implementing the 'Room to Move' project, and support GLaWAC to manage the Lakes National Park and the Gippsland Lakes Coastal Park.
- The lower Mitchell rehabilitation works will be scaled up in line with the Water for Victoria listing as a flagship priority. These works will focus on the area from Glenaladale bridge at the top of the floodplain to the mouth.
- Continue to work with Parks Victoria, West Gippsland and North East CMA's to protect and improve the condition of Alpine Peatlands.
- The Authority is completing two landscape program status reports for Gippsland Lakes and Red Gum Plains this year. The reports will provide guidance on the status of the programs and guide next steps.
- Develop and implement a new RCS that strengthens integrated catchment management and builds on the legacy of the Our Catchments, Our Communities strategy.

2.2.4. Water for Agriculture

The Authority will continue to support a productive and profitable agriculture sector across the region, through support to adapting to change and helping the sector do more with less water. One of the key priorities for this year is the development of the Central and Gippsland Sustainable Water Strategy.

2.2.5. Community Engagement and Partnerships

The Authority is committed to engaging with the community and our partners in our decisions, strategies and actions. Our engagement will be tailored according to the needs of the community and the Authority will continue to build extensive, effective and consistent approaches to community engagement and partnerships. A key operating model of the Authority is to work collaboratively with partner agencies and communities to strengthen engagement approaches and capacity. The Authority's engagement approach is underpinned by the Community Engagement and Partnerships Framework for Victoria's Catchment Management Authorities four key principles:

- We will embed community engagement and build partnerships in all that we do;
- We will provide meaningful opportunities for our communities and partners to contribute to strategies and initiatives;
- Our community engagement and partnership approaches will be planned, tailored, targeted and evaluated; and

- We will collaborate with our communities and partners, transparently and respectfully and establish clear roles and expectations.

High levels of effective engagement are fundamental to successfully delivering our programs. Activity is guided by an engagement plan, reviewed annually and monitored by the Board. The objective is to ensure that as many partners as possible are working together on common objectives based on RCS priorities. Some examples are:

- The Authority provides administrative support to the GLCC 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 GKTOLMB. Established under the TOLMB Act, the Board assists with Joint Management planning and oversight.
- The EG CEOs and GEA forums underpin implementation of the East Gippsland Catchment Partnership Agreement. Both forums are represented by agency leaders who are working together on common regional 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. For example, the Authority is a member of 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.
- 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.

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

The Authority has a strong, trusted and respectful partnership with Traditional Owners. Traditional Owners are engaged in planning, managing and reporting outcomes with the Authority. The following points are highlights for the program in 20/21.

- Partnering with GLaWAC together with other Gippsland water agencies to host water officers, helping to further identify cultural values and future management options along our waterways.
- Also in partnership with GLaWAC, developing 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.
- Assisting 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.

2.2.7. 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 and protecting the liveability of our region.

- 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.
- Recreational values have been incorporated into regional landscape plans, for example community spaces are being incorporated into the flagship waterway project 'Restoring Our Mitchell River' and the OCOC project, Lower Mitchell Connection, Community and Country.

2.2.8. Resilient and liveable cities and towns

The Authority will continue to contribute to healthy communities and supporting resilient environments in collaboration with partner agencies. One of the key initiatives is supporting and participating in the IWM Forum. The IWM Forum has been well integrated with the East Gippsland CEO's forum to provide seamless support from key partner agency leaders. A key project for the forum this year is the development of the Bairnsdale IWM plan. The plan will include:

- Wetland development to capture and treat stormwater in the Croke Street and McMillan Street region of East Bairnsdale
- Opportunities for water sensitive urban design, stormwater harvesting and re-use at Calvert Street Educational Precinct; and,
- Water and vegetation management in the vicinity of Magees Gully, Bairnsdale Livestock Exchange and the Bairnsdale Oval.

2.2.9. Leadership, diversity and culture

The Authority has a key role to encourage and facilitate community inclusion in integrated catchment management activities and to build community awareness and connectedness to our eco-systems, lakes, wetlands and waterways. We will continue to encourage and increase gender equity and Aboriginal inclusion, participation and engagement by leveraging the following strengths:

- We are respected in the community for our role and the way in which we deliver it.
- The respect we have for the role of the traditional owners and our established partnership with the Gunaikurnai.

- Our capable and committed staff who live in the area and are a part of the community.
- Our forward-looking culture, and our drive to address new challenges and capitalise on new opportunities.
- Our culture to improve and be transparent with our community and our Government.

Some of the key initiatives for this year include:

- Continuing to chair the GEA forum and lead implementation of the partnership agreement between 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. It is driving a coordinated effort from all partner agencies and GLaWAC in 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 GEA WLT. Managed by women in Gippsland, the forum is about developing and fostering leadership at all levels. GEA WLT hosts an annual regional forum, a mentoring program, jointly convened training across agencies and has involved over 500 women in Gippsland to date.
- The Authority has a Diversity and Inclusion Plan with actions and targets monitored by the Board. Gender equity targets have been met at senior management level and broader gender equity remains a focus. Additional priority areas include Aboriginal, disability and youth inclusion, participation and engagement. Through our engagement processes, the Authority is also encouraging greater adoption of diversity and inclusion with our partners.

2.3. PROGRAM THEMES (OUTPUTS)

The Authority follows the Victorian Government Output Data Standards. Outputs for the Victorian Government and Commonwealth Government funded programs are:

Victorian Government Outputs

The outputs for 2020/21 are based on the proposed output deliverables outlined in the EC5 funding submissions and bushfire recovery. The Authority is progressing through the funding proposal process; therefore, the outputs are estimates only.

Table 1: Victorian Government funded outputs planned to be delivered in 2020/21

Output	Output type	Unit of Measure	Target
Assessment	Ecological	No.	1
Assessment	Fauna	No.	3
Assessment	Flora	No.	2
Assessment	Invasive Species	No.	1
Assessment	Surface Water	No.	1
Earthworks	Armouring	Km	1
Engagement Event	Field Day	No. of participants	420*
Engagement Event	Meeting	No. of participants	70*
Fencing	Fence	Km	88
Grazing	Riparian	Ha.	50
Partnership	Agencies/Corporate	No.	20
Partnership	Community Groups	No.	10
Plan	Strategy	No.	1
Publication	Online / printed	No.	100
Vegetation	Native Indigenous	Ha	10
Weed control	Non-Woody	Ha.	600
Weed control	Woody	Ha.	600

* Numbers are less than normal years due to coronavirus restrictions. The Authority will aim to complete events where possible.

Commonwealth Government Outputs

Based on current project proposals, the deliverables for 2020/21 are expressed in the table below, including bushfire recovery projects (NLP2 activities have been converted to equivalent DELWP Standard Outputs).

Table 2: Commonwealth Government funded outputs planned to be delivered in 2020/21

Output	Output Type	Unit of measure	No.
Pest animal control	Terrestrial	Area treated (ha)	500
Weed control	Woody / Non-Woody	Area treated (ha)	165
Publication	Written	No. of Publications	22
Engagement event	Field day	No. of events	14
Engagement event	Workshop	No. of events	12
Engagement event	Training	No. of events	9
Assessment	Agronomic	No. of Assessments	7
Assessment	Soil	No. of Assessments	58
Assessment	Invasive species	No. of assessments	6
Partnership	Agencies/Corps	No. of Partnerships	1
Visitor facility	Recreation	Area protected (ha)	2
Partnership	Mixed	No. of Partnerships	5
Plan	Strategy	No. of Plans	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.

Table 3: Improved performance and demonstrating outcomes

Priority Area	Outcome Indicators	Regional Outcome Indicators	Regional Outcome Measure
Improved performance and demonstrating outcomes	Improved performance and demonstrated results against outcomes	Collaborate with DELWP to improve reporting systems	<ul style="list-style-type: none"> • Corporate Plan completed annually. • Authority staff participate in reviews and working group meetings • A community engagement plan is completed and implemented that utilises the Authority's skills • The Authority complies with all guidelines, policy and regulation in undertaking and reporting on its business activity
		Demonstrate outcomes of Government investment	<ul style="list-style-type: none"> • Implementation of the Flagship rivers program. • Publish Gippsland Lakes Annual Achievements report. • Report condition change from the works monitoring. • Input is provided to Government on the needs and outcomes for East Gippsland's catchments and coasts, and is reflected in plans and strategies • The MERI frameworks are used to report on outputs and outcomes
		Deliver efficiency through shared services, procurement and technology	<ul style="list-style-type: none"> • Continue to support the five shared service arrangements • Implement and review the social procurement strategy • The Authority will continue to seek efficiencies through shared resources and delivery models • Learnings from program design and delivery are brought into new programs
		Work collaboratively with Vic Catchments to strengthen collaboration and performance across the sector	<ul style="list-style-type: none"> • Continue to work with Vic Catchments • Continue to work with GEA to coordinate the delivery of the catchment partnership agreement • The Authority Board meets regularly with other neighbouring Boards

Table 4: Climate Change

Priority Area	Outcome Indicators	Regional Outcome Indicators	Regional Outcome Measure
Climate change	Active investigation into new opportunities to sequester carbon	Progress on climate change adaption initiatives outlined in climate change and catchment strategies	<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. • Support the delivery of the Lindenow Valley Water Security project. • The Authority plays a support role in climate change adaptation including delivery net zero emissions and the development of the Gippsland Lakes 'Room to Move' initiative • The new RCS considers projections for a changed climate and the adaptation required in the region

Table 5: Waterways and Catchment Health

Priority Area	Outcome Indicators	Regional Outcome Indicators	Regional Outcome Measure
Waterway and Catchment Health	Improved catchment health and resilience	Develop and implement the new RCS	<ul style="list-style-type: none"> • A new RCS is delivered and meets the needs of the community and the State Governments RCS guidelines, including the new coastal and catchment guidelines and that all partners are clear on accountability • 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 Flagship waterways program on the Mitchell and Cann Rivers. • Continue to work with partner agencies and the community in bushfire recovery efforts, including the reconstruction of riparian fencing.
		Deliver integrated catchment management with strengthened performance across environmental, social and economic outcomes	
		Report on catchment partnerships agreement	

Table 6: Water for Agriculture

Priority Area	Outcome Indicators	Regional Outcome Indicators	Regional Outcome Measure
Water for agriculture	A productive and profitable irrigation sector and vibrant and resilient regional communities that adapt	Promote sustainable irrigation management practices to support community	<ul style="list-style-type: none"> • Planning and delivery of the TopSoils program. • Develop the Ag Futures concept with our partners. • Support East Gippsland and Wellington Shire Councils in the review and recommendations of land use planning. • Support the delivery of the Lindenow Valley Water Security project.
		Plan and coordinate activities to improve water quality	
		Provide flexibility for agriculture to continue to adapt to change and do more with less water	

Table 7: Community engagement and partnerships

Priority Area	Outcome Indicators	Regional Outcome Indicators	Regional Outcome Measure
Community engagement and partnerships	A strong community engagement focus that is a cornerstone of CMAs functions	Continue to build extensive, effective and consistent approaches to community engagement and partnerships	<ul style="list-style-type: none"> • A community engagement plan is completed and implemented that utilises the Authority's skills The Authority is transparent in its dealings with the public. • The Authority is participating in government initiatives such as Bushfire recovery, Biodiversity plan, NLP2, Waterway Health Program and Our Catchments, Our Communities (OCOC). • 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).
		Continue to work collaboratively organisations and communities to strengthen engagement approaches and capacity	

Table 8: Recognise and support Aboriginal cultural values and economic inclusion in the water sector

Priority Area	Outcome Indicators	Regional Outcome Indicators	Regional Outcome Measure
Recognise and support Aboriginal cultural values and inclusion in the water sector	Effective engagement of Traditional Owners	The Authority engages with Traditional Owners and reports on outcomes	<ul style="list-style-type: none"> Active 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. Collaborate on a range of projects on country with GLaWAC and other Aboriginal groups Include Gunaikurnai Whole of Country Plan priorities in design, development and implementation of projects The new RCS contains Traditional Owner and Aboriginal people's priorities and aspirations

Table 9: Recognise recreational values

Priority Area	Outcome Indicators	Regional Outcome Indicators	Regional Outcome Measure
Recognise recreational values	Water services that explicitly consider recreational values within existing frameworks	Evidence that recreational values were considered in planning and management	<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). The design and planning of major Authority projects include recreational values and spaces.
	Engagement with community to identify and prioritise recreational opportunities	Number of engagement processes with community and organisations to consider recreational values	
	Accessible and user-friendly information for recreational users	Evidence of improvement to information sources	
	Collaboration with other organisation and community to explore and progress opportunities to support recreational values	Evidence of collaboration to support recreational values	

Table 10: Resilient and livable cities and towns

Priority Area	Outcome Indicators	Regional Outcome Indicators	Regional Outcome Measure
Resilient and livable cities and towns	Healthy communities supporting resilient environments	Collaboration with water corporations and local government to enhance public spaces through IWM	<ul style="list-style-type: none"> In partnership with East Gippsland Shire Council and East Gippsland Water complete the Bairnsdale IWM plan. Continue to be active members on the IWM forum, working group and project steering committees.
		Participating in the development and implementation of IWM plans	

Table 11: Leadership, diversity and culture

Outcome	Outcome Indicators	Regional Outcome Indicators	Regional Outcome Measure
Leadership, diversity and culture	Diversity and inclusion	Develop strategies and goals that will increase cultural diversity in the work force and gender equity in executive leadership n throughout the organisation	<ul style="list-style-type: none"> Implement and report outcomes of the Authority Diversity and Inclusion Plan. Influence the development of GEA programs for regional delivery Influence and lead the regional CEO forum to undertake coordinated planning and program delivery Continue support for GEA WLT forum Implement the GLaWAC/GEA partnership agreement Actively contribute to the Insight Program – Executive Leaderships for Women in Water The Authority will encourage staff to participate in the community and encourage leadership roles in the community formally and informally
		Encourage staff participation in the ‘People Matter Survey’	

2.5. 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.

3. FUTURE CHALLENGES AND OPPORTUNITIES

3.1. FUTURE OPPORTUNITIES AND CHALLENGES INCLUDING KEY RISKS FOR THE NEXT 12 MONTHS.

The Authority has identified a range of opportunities through its strategic planning processes that are embodied in this Plan and detailed in Section 2.4. Underpinned by community engagement and partnerships, the outputs and outcomes range from on country projects with GLaWAC and other Aboriginal groups, Our Catchment Our Communities deliverables, recovery from the impacts of drought and bushfires and building and sustaining a resilient region. While many of the initiatives planned have a shorter term 12-month focus, a number, like bushfire recovery will necessarily require a longer-term commitment over the life of this Plan.

The Authority has also recognised some key challenges, risks and actions that we will focus on over the next 12 months and beyond as follows:

3.1.1 Bushfire Recovery

Recovery plans are now in place and will be a key focus for Authority efforts. The Authority has received \$3 million funding for the following fire recovery activities:

- Replacement of approximately 100km of fire damaged Crown frontage fencing along fire affected waterways. The Authority has many landholders who help improve our waterways through fencing off access to stock, completing weed control and allowing revegetation to establish.
- Replacement of some fire damaged erosion control structures on the Buchan river. These structures help ensure the Buchan river does not change course in major floods.
- Control of emergent woody weeds in burnt areas. After fire, woody weeds such as English Broom and Willow can establish at a quicker rate than natural plants. The Authority will complete weed control after the weeds set seed this spring and summer.
- Emergency debris removal and monitoring after heavy rain events. Sometimes, heavy rain events cause sediment and debris build ups against public infrastructure such as bridges and roads. The Authority will monitor rain events and address any significant debris issues that arise.
- The Authority intends to continue close engagement with all people affected by fire. When able to do so, we will continue local events and meetings aimed at connecting people together.
- The Authority will also support the recovery hubs through provision of information on progress of our recovery tasks and discussing any emergent problems and solution options with community.

3.1.2 Continuing impacts of drought on East Gippsland Communities

The region has faced the driest three-year period on record and communities are facing severe difficulties associated with low water availability and reduced stock feed. The Authority will continue to support the community 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 expanded to also include community members affected by the recent fires. At present we have approximately 40 people working in four crews across Gippsland completing environmental work programs to improve our public land.

3.1.3 Supporting communities through impacts of coronavirus

The Authority plays a key role locally to help discuss and resolve key issues within East Gippsland.

When it is safe to do so, the Authority will increase our community engagement activities through formal and non-formal mechanisms to help re-connect our community and support recovery.

The Authority engagement plan articulates our plans each year and is monitored closely by the Board. We will review the engagement plan early in the year to ensure we increase our focus on helping people in the community stay connected and supported.

3.2. RISK MANAGEMENT

The Authority considers risk management as an important aspect of corporate governance and therefore a significant contributor to embedding our culture and values and in turn, delivering on our vision.

The Authority's Risk Management Framework is reviewed regularly and encompasses:

- the context for organisational risk management at the Authority;
- the overarching documentation structure and risk review requirements;
- the governance structure and accountabilities that are in place; and
- the procedure for identifying and assessing enterprise risks, and the response required in order to mitigate risks that may impact the organisation.

The Authority's risk appetite has the following core risk appetite themes:

- Compliance and Governance (areas of low tolerance to risk; averse);
- Sustaining our Business (areas that balance risk and reward outcomes); and
- Leadership, Collaboration and Empowerment (areas of increased appetite for risk taking; high rewards).

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 Authority objectives are included in the Authority's risk register. These areas of risk include:

- Community Engagement and Relationships
- OH&S
- Strategic Planning and Delivery
- Cultural Heritage and Environmental Impact
- Statutory Planning Advice
- Government Financial Support

The framework provides for the monitoring of controls, implementation of treatments and review processes to mitigate these risks and their potential impact on the Authority achieving its strategic objectives. Risk considerations are integral and embedded in the various Authority strategies and plans, including this Corporate Plan. A number of the planned activities set out in this Plan, such as the community engagement and cultural heritage priority policy areas link explicitly to and contribute to controlling these risks. Other controls are embedded in the risk register and addressed through other linking strategies and plans.

4 ESTIMATES OF REVENUE AND EXPENDITURE

At present the Authority does not have a clear understanding of our income and expenditure position for the 2020/21 financial year. This is understandable as the Victorian government has deferred budget timelines until the end of October 2020.

For the purposes of this plan the Authority has completed the following:

1. Provided income for next financial year based on some known contracted amounts such as Commonwealth grants.
2. Estimated Victorian government revenue based on the revenue received last financial year, less any one-off grants which will not continue.
3. Carried forward any unspent project expenditure into the next year.
4. Estimated expenditure by category based on expenditure in the last financial year.

When the Authority receives written advice on actual funding to be received, we will re-submit a budget variance if that variance is greater than 10%.

A. OPERATING STATEMENT ('000)

	2020/21 Forecast	2021/22 Forecast	2022/23 Forecast	2023/24 Forecast
Revenue				
Local				
Interest	65	65	65	65
Other	600	613	626	621
Grants				
State	6,204	6,743	6,498	6,217
Commonwealth	1,096	893	915	915
Total Revenue	7,965	8,314	8,104	7,817
Expenditure				
Labour	2,840	2,926	3,013	3,104
Overheads	911	936	962	988
Depreciation	213	217	222	226
Amortisation	25	25	25	25
Authority Projects	3,611	2,113	1,810	1,432
Partner Projects	3,892	2,698	2,725	2,753
Total Expenditure	11,491	8,916	8,757	8,527
Operating Surplus/(Deficit)	(3,527)	(602)	(654)	(710)

B. CASHFLOW ('000)

	2020/21 Forecast	2021/22 Forecast	2022/23 Forecast	2023/24 Forecast
Revenue				
Local				
Interest	65	65	65	65
Other	600	613	626	621
Grants				
State	6,204	6,743	6,498	6,217
Commonwealth	1,092	888	910	911
Total inflows	7,961	8,309	8,099	7,813
Expenditure				
Labour	2,820	2,903	2,990	3,081
Overheads	911	936	962	988
Authority Projects	3,611	2,113	1,810	1,432
Partner Projects	3,877	2,682	2,709	2,737
Net Capital Outflow	388	200	200	200
Total outflows	11,606	8,834	8,672	8,437
Net inflow (outflow)	(3,646)	(526)	(573)	(624)
Cash and cash equivalents and term deposits at the beginning of the financial year	8,470	4,824	4,298	3,725
Cash and cash equivalents and term deposits at the end of the financial year	4,824	4,298	3,725	3,101

C. BALANCE SHEET ('000)

	2019/20 Forecast	2020/21 Forecast	2021/22 Forecast	2022/23 Forecast	2023/24 Forecast
Assets					
Current					
Cash and cash equivalents	8,470	4,824	4,393	3,820	3,196
Receivables & Prepayments	223	227	232	237	241
Total Current	8,693	5,052	4,626	4,057	3,438
Non-Current					
Fixed Assets @ Fair Value	1,469	1,619	1,481	1,435	1,384
Total Non-Current	1,469	1,619	1,481	1,435	1,384
Total Assets	10,162	6,671	6,107	5,492	4,821
Liabilities					
Current					
Creditors & Accruals	766	781	797	813	829
Employee Provisions	713	734	756	779	802
Total-Current	1,479	1,516	1,553	1,592	1,632
Non-Current					
Provisions	62	62	62	62	62
Total Non-Current	62	62	62	62	62
Total Liabilities	1,541	1,578	1,615	1,654	1,694
Net Assets	8,621	5,094	4,492	3,838	3,127
Equity					
Contributed Capital	6,987	6,987	6,987	6,987	6,987
Reserves	842	842	842	842	842
Accumulated Funds at beginning of Year	1,834	791	(2,736)	(3,338)	(3,992)
Net Result for the Period	(1,043)	(3,527)	(602)	(654)	(710)
Total Equity	8,621	5,094	4,492	3,838	3,127

D. NOTES

Assumptions underpinning the financial forecasts

- 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.
- State and federal government policy continue to support the funding of natural resource management projects. State and federal funding has been based on details of forward funding amounts that have been received by the Authority, and estimations of funding for EC5 projects from DELWP.
- The State Government continues to provide resources to support the Authority to fulfil statutory obligations and corporate responsibilities.
- Expenditure, including salaries and wages, has been increased year on year by a forecast CPI of 3.0%.
- Project costs have been estimated to increase by 1.0% per year

Corporate overheads allocated to projects

The cost of operating and maintaining the plant, equipment and vehicles owned by the Authority is budgeted to be \$231k for the 2020/21 year.

The open-door cost of operating the Authority is budgeted to be \$770k for the 2020/21 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 24.5 FTEs over 2020/21, on average each FTE will cost the organisation \$31,382 in open door costs and \$9,405 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.

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.

Corporate Allocation

The Authority expects to receive \$843k in the 2020/21 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.

Capital Expenditure

The Authority plans to spend \$388k on capital items in 2020/21. This spend includes the upgrade of the Authority's shared financial management information system with 7 other CMA's and upgrade to the Authority's document management system.

5 ACRONYMS

CaLP Act	Catchment and Land Protection Act 1994
CEO	Chief Executive Officer
CFOC	Caring For Our Country
CMAs	Catchment Management Authorities
DELWP	Department of Environment, Land, Water & Planning
EC4	Environmental Contributions Levy
EG CEOs	East Gippsland Chief Executive Officers
EGWS	East Gippsland Waterway Strategy
Engagement Plan	Engagement Plan 2016/17
EPA	Environment Protection Authority
GEA	Gippsland Environment Agencies
GEA WLT	Women Leadership Team
GLaWAC	Gunaikurnai Land and Waters Aboriginal Corporation
GKTOLMB	Gunaikurnai Land and Water Traditional Owner Land Management Board
GLCC	Gippsland Lakes Coordinating Committee
GSERP	Government Sector on Executive Remuneration Panel
IWM	Integrated Water Management
KPIs	Key Performance Indicators
MER	Monitoring, Evaluation & Reporting
MERI Plans	Monitoring Evaluation Reporting and Improvement
NLP	National Landcare Program
NLP2	National Landcare Program Phase 2
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