



EAST GIPPSLAND  
CATCHMENT  
MANAGEMENT  
AUTHORITY

# **Corporate Plan**

## **2023/24 - 2027/28**

### **Acknowledgement**

We acknowledge the Traditional Owners and First Nations people of East Gippsland and pay our respects to Elders past and present.

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## CHAIRPERSON 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 2023 to 30 June 2028. The scope of the Plan is five years with a particular focus on the next year's activities 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 Statements of Obligations for Catchment Management Authorities, and the Minister for Water's Letter of Expectations (LOE).

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

The East Gippsland region continues to experience challenging times. Four years of drought conditions, the 2019/20 Black Summer bushfires, the Coronavirus pandemic, wet conditions and flooding last summer followed by predicted drier and warmer conditions across much of Australia this winter. Collectively, these challenges have had a widespread and significant impact on the region, the community, and our catchments.

Our conversations with communities continue to raise concerns about our preparation for managing and reducing climate impacts such as drought, fires, and floods. Preparedness and prevention continue to be the key words in community voices. The Authority continues to collaborate with delivery partners, Traditional Owners, First Nations people and communities in regional recovery efforts and future management discussions.

Traditional Owners and First Nations people across Gippsland have been on a long journey of healing since European settlement during the 1800s. The dispossession has had generational impacts on the community and Country, and while some recent improvements have occurred, there is still a long way to go. The Authority continues to work closely with Traditional Owners and First Nations people to support Aboriginal self-determination.

The Authority continues to deliver on priorities, accountabilities and the priority policy areas as outlined in the Minister's LOE. This Corporate Plan describes the Authority's major initiatives during 2023/24 for each priority area outlined in the LOE and how these activities together with planned programs and outputs collectively deliver on regional outcomes and the organisational vision. Clear performance measures inform reporting back to government and communities to demonstrate progress.

This Plan underpins the important role and activities of the Authority in the regional recovery effort from the drought, bushfires and floods, and providing leadership in integrated catchment management to enhance East Gippsland's landscapes, biodiversity and cultural values.

Ewan Waller,  
Chair

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# 1. BUSINESS DIRECTION

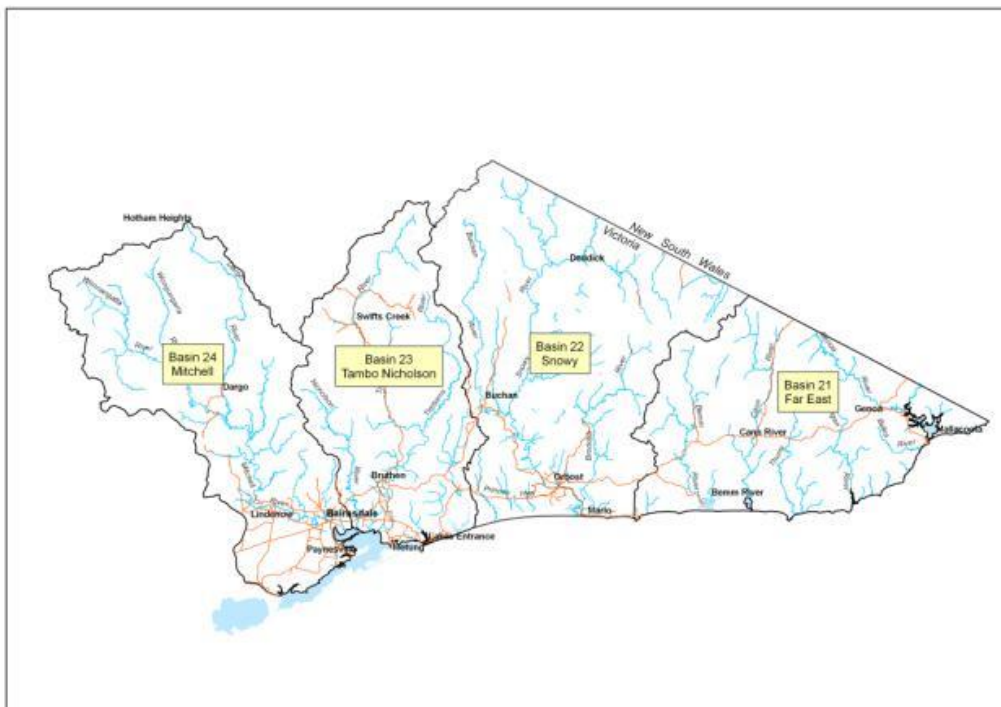
## 1.1. PURPOSE

The East Gippsland region covers 2.2 million hectares of land, lakes and coastal waters in eastern Victoria. About 83% of the region is in public ownership, mainly as state forests, national and coastal parks, and marine national parks, and virtually all of this retains extensive native vegetation cover. East Gippsland is the only place on mainland Australia where such continuity of natural ecosystems – from the alps to the sea – still exists.

The East Gippsland Catchment Management Authority is a government statutory authority with legislated functions for planning and delivering waterway management programs and leadership and co-ordination of integrated catchment management across the region, in partnership with Traditional Owners, agencies and the community.

The Authority leads development and co-ordinates implementation of the East Gippsland Regional Catchment Strategy (RCS) in close collaboration with Traditional Owners, partner agencies and the community. The East Gippsland RCS was approved in December 2022 and provides the overarching strategy for managing natural resources, including land, biodiversity, waterways and coasts across East Gippsland.

### *The East Gippsland Catchment Management Region*



## *Terminology*

Within this Plan, the following refers to:

**Traditional Owners:** means Gunaikurnai people who are represented by Gunaikurnai Land and Waters Aboriginal Corporation (GLaWAC). GLaWAC is the Registered Aboriginal Party and Native Title holder that represents the Gunaikurnai people, the Traditional Owners of the Country, as determined by the Victorian Aboriginal Heritage Council under the *Aboriginal Heritage Act 2006*.

Gunaikurnai country is a large area of Gippsland approximately 13,390 sq kilometres, spanning from; Warragul and Wilson's Promontory in the west, to the Snowy River in the East, From the Great Dividing Range in the north, To the coast in the south. It also includes and extends to 200 metres of sea country off shore.

**First Nations people:** all Aboriginal and Torres Strait Islander people who live in Gippsland. The Aboriginal community across East Gippsland is represented by:

- **Bidwell:** is a First Nation with 27 Ancestors still subject to ongoing research and development with clans, maps and language.

Bidwell country covers south-east of Australia including coastal rivers and the Victorian–NSW border.

- **Ngarigo Monero:** The five main rivers in Far East Gippsland are very important waterways for Ngarigo Monero people. These include the Snowy River, Thurra River, McKenzie River, Bemm River, Cann River and the Genoa River. As well, the lakes in Far East Gippsland are just as important.

The Authority also works in partnership with Moogji Aboriginal Council (Moogji). Moogji is an Aboriginal Community Controlled Health Organisation which also offers natural resource management services.

## **1.2. VISION**

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

## **1.3. AGENCY OBJECTIVES (OUTCOMES)**

The East Gippsland RCS is based on five outcome themes: water, coasts and marine, biodiversity, communities and land. These outcomes align with the state-wide outcomes framework for Regional Catchment Strategies (see below) and follow the Outcomes Framework prescribed for all Government agencies. Each of the five outcomes has an agreed set of indicators that are monitored consistently across the state to demonstrate progress and regionally specific indicators (see Table 2).



The Victorian and State Governments have defined the following high level outcomes relevant to Regional Catchment Strategies

<p>Safe, sustainable and productive water resources. The environmental condition of waterways supports environmental, social, cultural and economic values.</p>	<p>Land use and management is sustainable with the condition of soil, biodiversity and vegetation improved. Victoria's agriculture systems have adapted to significant changes in climate and markets.</p>	<p>Victoria's biodiversity is healthy, valued and actively cared for.</p>	<p>A healthy, dynamic and biodiverse marine and coastal environment that is valued in its own right benefits the Victorian community now and in the future.</p>	<p>Effective community engagement and citizen participation in catchment management.</p>	<p>Healthy, sustainable and productive land, water and biodiversity maintained by ICM that is strongly community based, regionally focused and collaborative</p>
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Government's commitment to self-determination: We're committed to self-determination and working closely with the Aboriginal community to drive action and improve outcomes.  
Healthy, sustainable and productive land, water and biodiversity maintained by ICM that is strongly community based, regionally focused and collaborative.

<ul style="list-style-type: none"> <li>• Increase in Victoria's water security</li> <li>• Protect the condition of Victoria's groundwater resources</li> <li>• Increase in the number of river reaches/wetlands with maintained or improved environmental condition</li> </ul>	<ul style="list-style-type: none"> <li>• An increased number of farmers have adopted practices needed to reduce the risk of soil and nutrient loss and acidification, improve carbon retention and biodiversity protection on-farm</li> <li>• Increase in area of agricultural land mapped that has improved biodiversity protection in place</li> <li>• A demonstrable increase in the number of farmers using new technologies to support their climate related farm decisions</li> </ul>	<ul style="list-style-type: none"> <li>• Net gain of the overall extent and condition of habitats across terrestrial, waterway and marine environments</li> <li>• (On average) % Change in Suitable Habitat expected over 50 years from sustained improved management for threatened species</li> <li>• (On average) % Change in Suitable Habitat expected over 50 years from sustained improved management for culturally significant species</li> <li>• Percentage of all species with positive % Change in Suitable Habitat expected over 50 years from sustained improved management</li> </ul>	<ul style="list-style-type: none"> <li>• Net gain in extent and condition of coastal habitats</li> <li>• Improved catchment impact on marine environments through water quality of coastal rivers and estuaries</li> <li>• Improved catchment impact on marine environments through improved water quality of coastal rivers and estuaries</li> </ul>	<ul style="list-style-type: none"> <li>• Victorians are contributing to the health of Victoria's environment (biodiversity/catchments/waterways)</li> <li>• RCS include Traditional Owner cultural values in specific sections, or weaved throughout</li> <li>• Traditional Owners endorse how their values and priorities are incorporated in the RCS, or letters of support.</li> <li>• Partnership and participation of Traditional Owners</li> </ul>	<ul style="list-style-type: none"> <li>• Area under active stewardship to improve catchment health and resilience</li> <li>• ICM Stewardship Partnerships</li> </ul>
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Through the development of the Regional Catchment Strategy, each Catchment community will identify and agree outcomes they seek to achieve. We will monitor and report annually the following set of state-wide outcome and condition indicators as well as regionally specific outcome and condition measures that reflect regionally specific outcomes and Traditional Owner consultation.

REGIONAL OUTCOMES

<ul style="list-style-type: none"> <li>• Extent of protected or improved riparian land (ha)</li> <li>• River flows</li> <li>• Extent of wetlands (ha)</li> <li>• Groundwater levels</li> </ul>	<ul style="list-style-type: none"> <li>• Percentage of exposed soils</li> <li>• Agriculture (type, number of enterprises, area, value)</li> <li>• Amount of change over time of land use</li> </ul>	<ul style="list-style-type: none"> <li>• Extent of native vegetation (ha)</li> <li>• Area (ha) of pest herbivore control</li> <li>• Area (ha) of pest predator control Area (ha) of weed control</li> <li>• Area (ha) of permanent protection</li> </ul>	<ul style="list-style-type: none"> <li>• Extent of coastal vegetation (mangrove, saltmarsh and other regionally relevant species)</li> <li>• Water quality</li> </ul>	<ul style="list-style-type: none"> <li>• Community volunteering (Landcare / community NRM Groups – Group Health Score)</li> <li>• Number of formal partnership agreements for planning and management between Traditional Owners and key NRM agencies</li> </ul>	<ul style="list-style-type: none"> <li>• Number of partnerships</li> </ul>
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The Authority also has nine priority areas and strategic goals that deliver on the vision in line with our core business and strengths. These are based on the Minister for Water’s policy priorities outlined in the LOE and reflect legislation and other drivers. The Authority’s strategic goals and statements of intent are outlined in Table 1 below.

Table 1: Strategic goals of the Authority as described in the Board Strategic Plan

Priority Area	Goal Description	Our Intent
1	Climate change	Provide services that mitigate against, and assist with adaptation to climate change, and we will reduce emissions aligned with government targets.
2	Waterway and catchment Health	Lead the delivery of programs that improve the health of priority waterways and catchments.
3	Sustainable Agriculture	Deliver services and programs that prepare and support the agricultural sector for climate change and a more resilient and sustainable future.
4	Community engagement and partnerships	Customer and community focussed in all our work, engaging with people and developing partnerships broadly.
5	Recognise and support Traditional Owners and First Nations People, their Cultural values and Inclusion	Work in partnership with Traditional Owners and First Nations people to promote and foster self-determination and healthy Country.
6	Recognise recreational values	Create value for the liveability and economic benefit of the community through recreation and the visitor economy in all our projects.
7	Resilient and liveable regions and places	Actively contribute to the health of our communities through the provision of waterway and catchment health services and programs.
8	People, leadership and culture	Reflect the diverse needs of the community as an employer of choice with outstanding people working safely with a strong outward facing culture.
9	Improved performance	Continually improve our services, delivery and processes being transparent and accountable to community and government.

There are other state-wide Acts, 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)
- Victorian Waterway Management Strategy (2013)
- Integrated Water Management Framework for Victoria (2017)
- Victorian Floodplain Management Strategy (2016)
- Central and Gippsland Region Sustainable Water Strategy (2022)
- Protecting Victoria’s Environment - Biodiversity 2037
- Framework for the Victorian State of the Environment Report 2023
- Water is Life: Roadmap for Traditional Owner Access to Water
- Victorian Traditional Owner Cultural Landscapes Strategy
- Framework for Government Engagement with Traditional Owners

- *Climate Change Act 2017*
- *Marine and Coastal Act 2018*
- *Aboriginal Heritage Act 2006*
- *Traditional Owner Settlement Act 2010*

The business direction for the Authority, as outlined in this Corporate Plan, demonstrates how planned programs and initiatives over the next year contribute to delivering on the five RCS outcomes and nine priority areas, and in the long term will deliver on the vision of the Authority. It is important to note that the contributions to various RCS outcomes are dependent on the level of funding received across different program areas. The logic of how planned programs and activities deliver on outcomes and priority areas is illustrated in Figure 1. This Corporate Plan also outlines specific activities to be implemented over the coming year to deliver against the Ministerial LOE priorities (see section 2.3).

Figure 1: Outcomes framework for the East Gippsland CMA Corporate Plan

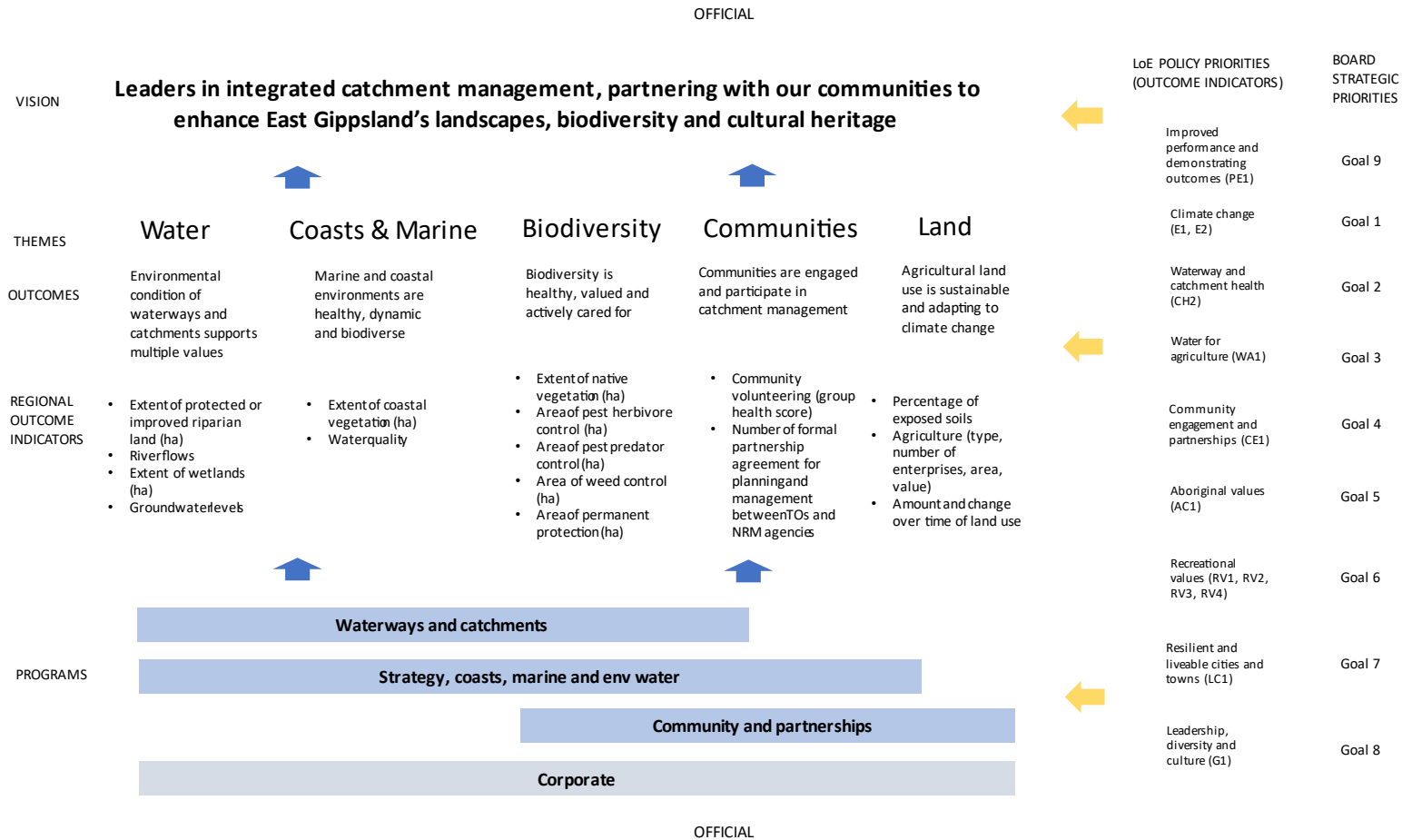


Table 2: East Gippsland RCS outcomes and indicators

Outcome themes	Regional outcomes	Regional outcome indicators
Water	<p>Extent of permanent wetlands will be maintained at or above the average recorded for 2005-2019 (5600 ha).</p> <p>An additional 1600 ha of riparian land will be protected or improved along priority waterways.</p> <p>Alpine peatlands currently in good condition will remain in good condition, through protection from the impacts of pest plants and animals and physical impacts to hydrology at these sites.</p> <p>Extent, structure, and diversity of riparian vegetation is improved along priority waterways, through:</p> <ul style="list-style-type: none"> <li>• maintaining waterways free of willows</li> <li>• excluding livestock grazing on 75% of waterway frontages in cleared sections</li> <li>• completing surveillance for new and emerging weeds in remote tributaries</li> </ul> <p>Water regimes in MacLeod Morass are managed to maintain freshwater conditions in the upper Morass as indicated by annual average EC of &lt; 500 uS/cm</p>	<p>Extent of protected or improved riparian land (ha)</p> <p>River flows</p> <p>Extent of wetlands (ha)</p> <p>Groundwater levels</p>
Coasts and Marine	<p>Extent of coastal saltmarsh in the Gippsland Lakes will be maintained at the average area recorded for 2005-2019 (1150 ha), enhanced by increased areas of permanent protection and improved land management.</p> <p>Artificial entrance openings have been completed in line with a regionally agreed approach that appropriately considers environmental, cultural, economic and social outcomes.</p> <p>A reduction in the number of years in which blue-green algal blooms occur in the Gippsland Lakes to less than five over the 20 years (2007–2027).</p> <p>Sustainable sea urchin populations are maintained in all three marine protected areas in East Gippsland.</p>	<p>Extent of coastal vegetation (mangrove, saltmarsh and other regionally relevant species)</p> <p>Water quality</p>
Biodiversity	<p>Increase the area of native vegetation under permanent protection by an additional 1500 ha# focusing on improving the condition of and connectivity to existing remnants.</p> <p>Increase the area and diversity of native vegetation through re vegetation of an additional 5000ha# focusing on improving the condition of and connectivity to existing remnants in priority locations.</p> <p>Integrated large herbivore control (deer, horses, pigs) is implemented in priority locations over 640,000 ha# to protect and maintain important biodiversity values.</p>	<p>Extent of native vegetation (ha)</p> <p>Area of pest herbivore control (ha)</p> <p>Area of pest predator control (ha)</p> <p>Area of weed control (ha)</p>

	<p>Threatened Ecological Communities and priority vegetation types are maintained through implementation of 308,000 ha# of sustained weed control in priority locations.</p> <p>Threatened animals are protected through sustained integrated predator control in 480,000 ha# of priority locations.</p> <p>Sustained predator control has been implemented 35,000 ha# of known priority waterbird foraging and breeding sites.</p>	Area of permanent protection (ha)
Communities	<p>Mechanisms are in place providing for the involvement of Traditional Owners in natural resource management across East Gippsland, including the incorporation of traditional ecological knowledge into management practice.</p> <p>Communities are actively involved in agricultural and Landcare groups, reflected in the maintenance of Group Health Scores at 2020 levels.</p> <p>Community volunteering groups are collaboratively working with land managers and other partner agencies to improve public spaces, visitor facilities and recreational opportunities</p> <p>Communities around the Gippsland Lakes will continue to have a single point of reference of the most up to date condition and on ground program delivery information for the Gippsland Lakes.</p> <p>Communities are invited to participate in citizen science programs, such as bird, frog, turtle and water quality monitoring.</p>	<p>Community volunteering (Landcare/community NRM groups – group health score)</p> <p>Number of formal partnership agreements for planning and management between TOs and key NRM agencies</p>
Land	<p>Best practice soil management, including maintaining appropriate ground cover is implemented at 60 % of priority sites across the agricultural landscapes.</p> <p>Landholders will use systems and techniques to deliver long term outcomes for both farming and the environment to improve resilience.</p>	<p>Percentage of exposed soils</p> <p>Agriculture (type, number of enterprises, area, value)</p> <p>Amount and change over time of land use</p>

# These outcomes contribute to the regional targets and priority locations established through Biodiversity 2037 and Trust for Nature’s provisional targets for permanent protection on private land. They represent a realistic level of ambition for key partners

## 2. PLANNED PROGRAMS, SERVICES, AND INFRASTRUCTURE DELIVERY

### 2.1. MAIN BUSINESS UNDERTAKINGS

The Authority is responsible for the integrated management of land, biodiversity, and water resources in the region. It also has responsibility for the planning and delivery of waterway management programs and water statutory functions. These functions and others of the Authority are defined in the *Catchment and Land Protection Act 1994* and the *Water Act 1989* and the Statement of Obligations associated with each of these.

The Authority has an eight person skills-based Board, appointed by the Minister for Water, with responsibilities for strategic direction setting, performance monitoring, risk management and stewardship. The Board is supported by three sub-committees.

The Authority currently employs 29 staff (27.1 Full Time Equivalent) (FTE) in four business units.

To achieve the organisational vision, outcomes and delivery on the East Gippsland RCS and priority policy areas outlined in the LOE, the Authority will implement four key programs (aligned to the business units of the organisation) and these are detailed in Section 2.2 for the next five years of this Corporate Plan.

**Waterways and catchments** – is responsible for the planning, coordination and delivery of the Authority’s on-ground works program.

**Strategy, coasts, marine and environmental water** - is responsible for the Gippsland Lakes program, environmental water and strategic planning including development of the RCS and regional waterway strategy.

**Community and partnerships** – is responsible for Australian Government programs, Landcare, community partnerships and engagement and floodplain management.

**Corporate support** – is responsible for finance, information and communications technology, risk management, occupational health and safety, quality and performance, human resources, compliance and governance and records management.

## 2.2. PROGRAM THEMES (OUTPUTS)

The functions of the Authority in 2023-24 will be delivered through four programs that align to the organisational structure of the Authority and both Victorian and Australian Government policy and investment priorities.

The follow section outlines the four programs and associated projects, investment and outputs that will be delivered in 2023-24 and which outcome indicators the projects are expected to contribute to.

### Waterways and catchments

This program aims to maintain or improve the health of priority waterways and catchments so that they can support environmental, social, cultural and economic values.

Regional outcome indicators	Expected outputs 2023-24	Project Name	Investment 2023-24 (\$000)
Extent of protected or improved riparian land (ha)	1 water storage	<b>Integrated Catchment Management (ICM)</b>  This program provides support to an integrated catchment management approach to natural resource management across East Gippsland	\$576
	2 visitor facility		
Extent of native vegetation (ha)	6 monitoring structures	<b>Stat Functions</b>	\$853
	2km Fence		
Area of weed control (ha)	2km track repair	This program provides provision for the Authorities statutory responsibilities	\$271
	34ha native vegetation		
Area of permanent protection (ha)	143ha weed control non-woody	<b>On-ground Works Mitchell Basin</b>  This program delivers priority waterway health projects in the Mitchell River Basin	\$769
	95ha weed control Woody		
Number of formal partnership agreements for planning and management between TOs and key NRM agencies	2 waterway structures	<b>Protecting Fire Impacted Waterways</b>  Waterways in this program suffered the greatest bushfire impacts	\$46
	2ha grazing regime		
	240 approvals and advice	<b>Supporting Communities</b>  This program delivers coordinated activities, events, and broader communications across the region	\$201
	2 management agreements		
	289 assessments		
	406 participants at engagement events	<b>Flagship Waterways - Mitchell River</b>	\$201
	68 Partnerships		
	1 Management plan		

	33 Publications	This program targets priority activities on the Mitchell River between Lind Bridge and Glenaladale Bridge	
		<b>Flagship Waterways - Cann River</b>	\$136
		This program targets priority activities on the Cann River floodplain upstream and downstream of the township	
Extent of protected or improved riparian land (ha)	2 km fence	<b>2019/20 Bushfire Recovery Phase 2 Program 2022/25</b>  This program delivers targeted river restoration and resilience projects across the region focussing on landscapes impacted by the 19/20 bushfire	\$1.1M
Extent of native vegetation (ha)	2ha native vegetation		
Area of weed control (ha)	25ha weed control non-woody		
Area of permanent protection (ha)	1000ha weed control - woody		
Number of formal partnership agreements for planning and management between TOs and key NRM agencies	3 waterway structures		
	3 management agreements		
	20 Assessments		
	400 Participants at engagement events		
	20 Partnerships		
	2 Publications		
Extent of protected or improved riparian land (ha)	0.5km Fence	<b>April 2022 Flood Storm Recovery Program</b>  This program targets river health projects related to the April 2022 floods in Far East Gippsland	\$630
Extent of native vegetation (ha)	6 Earth works		
Area of permanent protection (ha)	6 Assessments		
	12 Participants at engagement events		
	30 waterway structures	<b>2023 Victorian Recreational Fishing Grant</b>  This program installs fish habitat in the Gippsland Lakes, Bays and river Mouths	\$100
	6 Partnerships		
	30 Participants at engagement events		
	2 Publications		



## Strategy, coasts, marine and environmental water

This program aims to coordinate and deliver a range of strategic environmental projects including the Environmental Water program, the Gippsland Lakes program, Ramsar Site Coordination, Water Monitoring, Estuary Opening management and renewal of the RCS and regional waterway strategy (RWS). The program includes partnership Traditional Owners and partnerships with key stakeholders and the community.

Regional outcome indicators	Expected outputs 2023-24	Project Name	Investment 2023-24 (\$000)
Water quality Extent of coastal vegetation (ha)	1 Plan	<b>Environmental Water – Activity 2</b> Demonstrating Outcomes Snowy EEFAM	\$27
Extent of wetlands (ha)	1 assessment (Fishway monitoring)	<b>Environmental Water on Ground Works</b> Activity 1 Works and measures Buchan Fishway	\$14
Extent of protected or improved riparian land (ha)	4 assessments	<b>Planning, Assessment and Approvals – Stat Functions</b> Activity 3 Review and Development of RWS	\$141
Extent of native vegetation (ha)			
Area of pest herbivore control (ha)	2 earth works 4 surface water assessments 5 partner agencies	<b>Planning, Assessment and Approvals – Stat Functions</b> Activity 4 Estuary Opening Management	\$25
Area of pest predator control (ha)	4 written publications		
Area of weed control (ha)	6 monitoring structures/stations 84 assessments surface water 30 (participants)	<b>Planning, Assessment and Approvals – Stat Functions</b> Activity 5 GRWMP	\$46
Area of permanent protection (ha)	engagement event 12 agency partnerships		
	1 written publication	<b>Gippsland Lakes</b> Activity 1 Administration & Governance, Project Mgt	\$1
	1 water storage 1 terrestrial feature 0.2km fence 18 ha vegetation 51 ha weed control 7,493 ha pest animal control 1 threatened species response 1 earth works 6 assessments 147(participants) engagement event 28 partnerships 1 plan	<b>Gippsland Lakes</b> Activity 2 Improving the wetlands of Jones Bay and Lake King	\$460

Regional outcome indicators	Expected outputs 2023-24	Project Name	Investment 2023-24 (\$000)
	4 publications 1 information management system		
	6 water storage 4 waterway structure 9.7 km fence 3 visitor facility 44.85 ha vegetation 336 ha weed control 242 ha grazing regime 10 management agreements 11 assessments 12 participants engagement events 22 partnerships 7 plans 2 publications	<b>Gippsland Lakes</b> Activity 3 Enhancing connectivity and condition around Lake Wellington	\$612
	1 km fence 4 ha vegetation 270 ha weed control 4,695 ha pest animal control 1 km earth works 1 advice and approvals 3 assessments 4 participants engagement events 4 partnerships	<b>Gippsland Lakes</b> Activity 4 Protecting Traditional Owner Country of the Gippsland Lakes outer barrier	\$281
	4 waterway structures 10 visitor facility 0.25 ha vegetation 1 earth works 5 advice and approvals 4 assessments 1 engagement event 6 partnerships 1 information system	<b>Gippsland Lakes</b> Activity 5 Understanding and protecting the aquatic habitats for the Gippsland Lakes	\$254
	16.1 km fence 52.6 ha weed control 25.5 ha vegetation 1 earth works 30.7 ha grazing regime 11 management agreements 4 assessments 970 (participants) engagement events 21 partnerships 19 publications	<b>Gippsland Lakes</b> Activity 6 Community Grants and Citizen Science Projects	\$103
	1 plan 1 ecological assessment 4 agency partnerships	<b>Gippsland Lakes Ramsar</b> Activity 1 Site Coordination	\$95

Regional outcome indicators	Expected outputs 2023-24	Project Name	Investment 2023-24 (\$000)
	3 fauna assessments 1 surface water assessment 2 ecological assessments 3 flora assessment	<b>Gippsland Lakes Ramsar</b> Activity 2 CPS Monitoring	\$310
	2 ecological assessments 2 flora assessment	<b>Gippsland Lakes Ramsar</b> Activity 3 Effectiveness Monitoring	\$56
	3 ecological assessments	<b>Protecting Fire Impacted Waterways</b> Activity 3 Rivers 2040 Phase Check	\$30

### Community and partnerships

This program aims to deliver a diverse range of projects across East Gippsland through the generation and maintenance of strong community and agency partnerships. We achieve this through the delivery of the National Landcare Program, Regional Landcare Support Plan, Supporting the Regional Agricultural Landcare Facilitator, Victorian Landcare Grants and coordinating the delivery of the East Gippsland Floodplain Management Strategy.

Regional outcome indicators	Expected outputs 2023-24	Project Name	Investment 2023-24 (\$000)
TBD through project co-design process in 23-24	TBD through project co-design process in 23-24	<b>Preventing Extinction of National Priorities in Far East Gippsland</b> National Landcare Program 3	\$600
		<b>Topsoils Project</b> National Landcare Program 3	\$500
		<b>Critical Activities for the Protection of the Australian Alps</b> National Landcare Program 3	\$500
		<b>Gippsland Redgum Woodlands Ecological Restoration</b> National Landcare Program 3	\$220
		<b>Priority Actions for the Gippsland Lakes Ramsar Site</b> National Landcare Program 3	\$250
	1 FTE Sustainable Agriculture Facilitator	<b>Core Services (3 FTE EGMA (East Gippsland Catchment Management</b>	\$570

	0.8 FTE GLaWAC officer	<b>Authority)), 0.8 FTE GLaWAC) + 1 RALF/SAF National Landcare Program 3</b>	
Community volunteering (Landcare/community NRM groups – group health score)	160 Engagement event participants 10 Field day participants 100 Presentation participants 9 Publications 15 partnerships	<b>Regional Landcare Coordination</b> Department of Energy, Environment and Climate Action	\$191
Extent of protected or improved riparian land (ha)  Extent of native vegetation (ha)  Area of pest herbivore control (ha)  Area of pest predator control (ha)  Area of weed control (ha)	11.9 km fencing 35.6 ha protected vegetation 28,450 native tube stock planted 30.3ha native revegetation 356.3 ha weed control 17 Field days 6 Presentations 18 Training Activities 25 Workshops 32 Meetings 49 Publications 106 Assessments 20 Partnerships	<b>Victorian Landcare Grants 2023</b> Department of Energy, Environment and Climate Action	\$375
	10 Partnerships 15 Publications 5 Meetings 100 Meeting Participants 3 Assessments	<b>Floodplain Management Agreement</b> Department of Energy, Environment and Climate Action	\$150

### Corporate support

This program aims to improve the governance, management, administration, and financial control of the organisation.

Letter of Expectations indicators	Project Name	Investment 2023-24 (\$000)
Leadership, Diversity and Culture  Recognise Aboriginal cultural and spiritual values and support economic inclusion in the water sector	People Focus Areas <ul style="list-style-type: none"> <li>• Staff support actions</li> <li>• Cultural Safety and Cultural Awareness</li> <li>• Learning and Development support</li> <li>• Review of the Salary Banding Classification Framework</li> </ul>	\$30k
Leadership, Diversity and Culture	Records Management <ul style="list-style-type: none"> <li>• Policy and Procedure review</li> </ul>	\$35k

Improved performance and demonstrating outcomes	<ul style="list-style-type: none"> <li>Scoping of solutions for enhanced Records Management Compliance</li> </ul>	
Leadership, Diversity and Culture  Improved performance and demonstrating outcomes	Digital Transformation <ul style="list-style-type: none"> <li>Data capture in the field and improved electronic processes for finance</li> </ul>	\$10k
Improved performance and demonstrating outcomes	Improved procurement processes <ul style="list-style-type: none"> <li>Shared services/procurement models</li> </ul>	\$5k
Improved performance and demonstrating outcomes	Improved asset management processes <ul style="list-style-type: none"> <li>Asset registers and management of asset lifecycles</li> </ul>	\$5k
Improved performance and demonstrating outcomes	Improved OH&S management system <ul style="list-style-type: none"> <li>Electronic access to information &amp; data capture in the field</li> <li>Monitoring and evaluation of improvement initiatives</li> </ul>	\$15k
Adapting to Climate Change	Towards Net Zero <ul style="list-style-type: none"> <li>Energy audits</li> <li>Implementation of the Net Zero Road Map</li> </ul>	\$250k

## 2.3. LETTER OF EXPECTATIONS

The Minister for Water’s LOE for 2023-24 identifies nine policy priority areas with associated outcomes and measures. Table 3 outlines the specific regional activities the Authority will undertake in 2023 - 24 to delivery on these policy priorities.

Table 3: Letter of Expectations priorities, outcomes, measures and activities

Priority Area	Outcome Indicators	State Measure	Regional Activities for 2023-24
Improved performance and demonstrating outcomes	PE1 – Improved performance and demonstrated results against outcomes	PE1.1 – Collaborate with Department of Energy, Environment and Climate Action (DEECA) (formerly Department of Environment, Land, Water and Planning (DELWP)) to improve reporting systems and processes.	<ul style="list-style-type: none"> <li>• Collaboration and feedback on:               <ul style="list-style-type: none"> <li>• Improved reporting processes in conjunction with the CMA Corporate Managers group and DEECA</li> <li>• Reporting system and process improvements via participation in the Regional Investment Coordinators forum</li> </ul> </li> </ul>
		PE1.2 – Demonstrate outcomes of government investment into waterways and catchment health.	<ul style="list-style-type: none"> <li>• Local media stories and statewide publications such as the CMAs’ Actions and Achievements report</li> </ul>
		PE1.3 – Delivery efficiency through shared services, smarter procurement, and lower cost technology.	<ul style="list-style-type: none"> <li>• Shared service model for water statutory functions with West Gippsland CMA</li> <li>• Smarter procurement via consortium of CMAs for internal audit services</li> </ul>
		PE1.4 – commit to working collectively via VicCatchments membership to strengthen collaboration and performance in the catchment management sector in Victoria.	<ul style="list-style-type: none"> <li>• Chair and Chief Executive Officer (CEO) involved in VicCatchments</li> <li>• CEO co-leading Community portfolio with Corangamite CMA to support collaboration and performance in the sector</li> </ul>
Climate Change	E1 – Carbon sequestration	‘Qualitative information and/or case studies on initiatives to build water sector understand of and /or deliver, efficient carbon sequestration projects in Victoria’.	<ul style="list-style-type: none"> <li>• CMA Corporate Managers Group to investigate options for joint CMA initiatives</li> <li>• VicCatchments collaboration with NRM Regions Australia to explore opportunities for carbon sequestration projects in Victoria</li> </ul>

	E2 – Adaptation to climate change and variability	Qualitative information and/or case studies on initiatives to achieve actions or measures outlined in CMA climate change, climate adaptation, and/or catchment strategies.	<ul style="list-style-type: none"> <li>• Facilitate the East Gippsland Climate Change Collective</li> <li>• Collaborate with East Gippsland Shire Council on the update of flood planning controls in the East Gippsland Planning Scheme</li> <li>• Implement 'Room to Move' concept through Gippsland Lakes priority projects</li> <li>• Implement Towards Net Zero Road Map to fully offset the Authority's Scope 1 and 2 emissions (offset carbon emissions through initiatives e.g. introduction of solar panels)</li> </ul>
Waterway and Catchment Health	CH 2 - Improved catchment and waterway health and resilience	CH2.1 - Coordinate the implementation and reporting of your regional catchment strategy and regional waterway strategy.	<ul style="list-style-type: none"> <li>• Report on annual implementation for the Regional Catchment Strategy</li> <li>• Collaborate with partners on renewal of the Regional Waterway Strategy</li> </ul>
		CH2.2 - Deliver waterway and integrated catchment management in line with <i>Water for Victoria, Our Catchments, Our Communities – Building on the legacy for better stewardship</i> , and the <i>Victorian Waterway Management Strategy</i> .	<ul style="list-style-type: none"> <li>• Deliver key initiatives including the Gippsland Lakes program, Mitchell and Cann River Flagship Waterways program, Our Catchments and Communities Mitchell River, and Phase 2 Bushfire Recovery programs</li> <li>• Seek long term funding for the Mitchell and Cann river Flagship Waterways through the EC6 funding process</li> </ul>

		CH2.3 - Report on Catchment Partnership Agreements for your region in accordance with the Framework for Catchment Partnership Agreements.	<ul style="list-style-type: none"> <li>• Report annually on the Gippsland Catchment Partnerships Agreement</li> </ul>
Water for Agriculture	WA 1 - A productive and profitable irrigation sector and vibrant and resilient regional communities that adapt	WA1.1 - Promoting sustainable irrigation management practices to support the growth and viability of regional communities.	<ul style="list-style-type: none"> <li>• Implement East Gippsland actions in the Central and Gippsland Region Sustainable Water Strategy</li> <li>• The Regional Agriculture Landcare Facilitator collaborates with Landcare networks across East Gippsland to provide information and events tailored to the agricultural community sharing land management practices.</li> <li>• The Regional Agricultural Landcare Facilitator partners with agencies sharing information to the agricultural community on ways to increase their farming resilience to the impacts of drought and climate change.</li> </ul>
		WA1.2 - Planning and coordinating activities to manage salinity, waterlogging and water quality in agricultural areas.	
		WA1.3 - Providing flexibility for agriculture to continue to adapt to change and help the sector do more with less water.	
Community Engagement and Partnerships	CE1 - A strong community engagement focus that is a cornerstone of CMAs' functions	CE1.1 - Continue to build extensive, effective, and consistent approaches to community engagement and partnerships in regional planning and implementation.	<ul style="list-style-type: none"> <li>• Administer the Gippsland Lakes Coordinating Committee and coordinate the implementation of the Gippsland Lakes program</li> <li>• Community and Government working together to improve fire management across the Tambo Valley as a trial of the codesign model</li> </ul>
		CE1.2 - Work collaboratively with organisations and communities to strengthen engagement approaches and capacity.	<ul style="list-style-type: none"> <li>• The Authority manages several committees of agency staff and community members to ensure diverse feedback on programs, including the Community Programs Committee and the East Gippsland Regional Floodplain Management Plan Implementation Committee</li> </ul>



<p>Recognise and support Aboriginal cultural and spiritual values and economic inclusion in the water sector</p>	<p>AC1 – Demonstrate effective and genuine partnerships with Traditional Owners</p>	<p>AC1.1 - Effective engagements and partnerships with Traditional Owners in water planning and management that have led to improved outcomes for Aboriginal communities.</p>	<ul style="list-style-type: none"> <li>• Maintain partnership with GLaWAC to plan, deliver and report on the Gippsland Lakes, Mitchell, and Tambo River projects. Partner on planning for EC6 programs for the Mitchell and Gippsland Lakes</li> <li>• Maintain partnership with Moogji Aboriginal Council by planning, delivering, and reporting on the Snowy River Rehabilitation Program and Cann River Flagship project</li> <li>• Strengthen partnerships with Bidwell and Ngarigo by supporting partnership opportunities</li> <li>• Working with GEA to (including GLaWAC and GKTOLMB) deliver key priorities in the Joint Management Plans</li> <li>• Renew and implement the GEA GLaWAC Partnerships Agreement</li> </ul>
<p>Recognise recreational values</p>	<p>RV 1 - Water services that explicitly consider recreational values, within existing frameworks</p>	<p>RV 1 - Evidence that recreational values were considered in waterway health and environmental water planning and management.</p>	<ul style="list-style-type: none"> <li>• Review and renewal of the RWS will include engagement with recreational and community groups</li> <li>• As part of the delivery of the Authority's Engagement Plan, ongoing engagement and dialogue with recreational users and groups is included</li> <li>• Incorporating recreational values into regional landscape plans, including the provision of community spaces in the Lower Mitchell Rehabilitation program and the Gippsland Lakes program</li> </ul>

	RV 2 - Engagement with the community to identify and prioritise opportunities to deliver recreational objectives relating to the management of water and waterways	RV 2 - Evidence of engagement processes with community or stakeholders that identified and considered recreational values of waterways.	<ul style="list-style-type: none"> <li>Community events will be held to support recreational activities</li> <li>Community grants provided through Landcare, Gippsland Lakes and Angling Clubs</li> </ul>
	RV 3 - Accessible and user-friendly information for recreational users about waterway conditions to help community members plan their recreational activities	RV 3 - Evidence of improvements to information sources.	<ul style="list-style-type: none"> <li>As part of the delivery of the Authority's Engagement Plan, the Authority will maintain a social media presence, and website – with a focus on recreational values</li> </ul>
	RV4 - Collaboration with other organisations and government agencies to explore and progress opportunities to support recreational values.	RV 4 - Evidence of collaboration with other organisations or agencies to support recreational values.	<ul style="list-style-type: none"> <li>As part of the delivery of the Authority's Engagement Plan, the Authority will collaborate with delivery partners, Traditional Owners and community groups through the Gippsland Lakes program, waterway health program, Landcare and NLP3 and habitat programs</li> </ul>
Resilient and livable cities and towns	LC1 - Healthy communities and resilient, liveable environments.	LC1.1 - Collaborating with water corporations and local government, including participation in Integrated Water Management Forums.	<ul style="list-style-type: none"> <li>EGCMA CEO Chair of the IWM Forum</li> <li>EGCMA actively involved in the IWM Practitioners Group</li> </ul>
		LC1.2 - Participating in the development and implementation of integrated water management plans, particularly through prioritising measures to enhance urban waterway values.	<ul style="list-style-type: none"> <li>Support implementation of priority IWM projects (Bairnsdale re-use and Crooke Street wetlands are the current funded IWM projects)</li> </ul>
Leadership, diversity, and culture	G1 - Diversity and inclusion	G1.6 - Developing strategies and goals that will increase cultural diversity in the workforce and gender equity in executive	<ul style="list-style-type: none"> <li>Support the GEA Women's Leadership Team and the Insight Program Alumni</li> <li>CEO participates in GEA and the East Gippsland CEOs/MD forum</li> </ul>

		leadership and throughout the organisation.	<ul style="list-style-type: none"> <li>• Active involvement in the GEA Women in Leadership Team and the GEA GLaWAC Partnerships Agreement</li> </ul>
		G1.7 - Encouraging staff participation in the Victorian Public Sector Commission "People Matter Survey" or equivalent survey.	<ul style="list-style-type: none"> <li>• People Matter Survey to be provided to all EGCMA employees and encouraged to complete the survey</li> <li>• The Senior Management Team will work with employees through the Employee Representative Group to develop and implement an action plan to respond to the results</li> </ul>

## **2.4. 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.

If 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**

The Authority has identified a range of opportunities and challenges that we will focus on over the next 12 months and beyond. These are listed below.

##### ***3.1.1 Bushfire Recovery and Prevention***

Phase 1 Bushfire Recovery is now complete and Phase 2 Bushfire Recovery is now well underway and will be a key focus for Authority efforts in 2023-24. The Authority is focusing on the following fire recovery activities:

- 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 in spring and summer. This is a major initiative, vital for control of emerging weed threats in the upper catchments.
- The Authority intends to continue close engagement with all people affected by fire with local events and meetings aimed at connecting people together.

The Tambo Valley fire district is the focus of a program of joint planning and consultation about fire prevention with DEECA and local communities. This work aims to lift catchment protection from fire by working collaboratively with the land and fire managers. A trial has been agreed with DEECA and will involve consultation with specific community groups in winter from Tambo Valley up to the high country. Community interest is in fire prevention measures and fuel reduction work, as well as public spaces, public infrastructure, and erosion.

##### ***3.1.2 Supporting self-determination of First Peoples in East Gippsland***

There is a significant opportunity for the Authority to continue demonstrating leadership in supporting self-determination of First Nations People in East Gippsland.

The Authority has a strong relationship and partnership with GLaWAC that includes a wide range of projects and initiatives across the areas of governance and leadership; strategy and planning, and delivery of on-ground works.

A long-term partnership with Moogji Aboriginal Co-operative involving work crews on the Snowy, Buchan and Far East rivers has been in place since 2004. Current partnership work is underway on the Cann and Snowy river including revegetation and weed control works.

Jointly organised Aboriginal Water Assessments have been operating with Bidwell people since 2021 and the Authority has supported Bidwell people to re-connect to Country through a recent series of field trips to significant waterways accompanied by an archaeologist.

Discussions are evolving with Ngarigo Monero leaders, particularly regarding the upper, mid and floodplain sections of the Snowy river.

### **3.1.3 Leadership development and succession**

The Authority has appointed a new CEO who will transition the organisation to new leadership. The Authority will also complete and evaluate the 'Learn as You Go' program.

- Acting CEOs appointed for 18 months (2 x CEOs - 12-month appointment and 6-month appointment) supported by the Board and incumbent CEO. Training and development plans in place and coaching and mentoring provided for the Acting CEO.
- Created an opportunity for six employees to step up into a role above their current roles – all roles were filled internally. All positions are supported with learning and development opportunities.

### **3.1.4 Ongoing works delivery and climatic conditions**

Wet weather conditions, regular flood events and coronavirus restrictions slowed the on-ground works programs over the last few years, however a concerted effort throughout 2022-23 has seen significant progress to deliver the backlog of operational activity.

With an expected return to drier conditions following the end of successive La Nina events, delivery is expected to continue progressing well. The Bureau of Meteorology's long-range climate forecast is predicting drier and warmer conditions across much of Australia for winter.

The Bureau of Meteorology is also predicting an approximately 70% chance that El Nino may form this year (as at 6 June 2023). This equates to roughly three times the normal chance of an El Nino forming. El Nino typically suppresses rainfall in eastern Australia during the winter and spring months.

### **3.1.5 Climate Change Collective**

The Authority has been nominated by the East Gippsland CEO / MDs forum to lead the establishment of the East Gippsland Climate Change Collective. The Collective includes eight organisations, including East Gippsland CMA, East Gippsland Water, Southern Rural Water, GLaWAC, Gippsland Ports, East Gippsland Shire Council, Gippsland Lakes Complete Health and Bairnsdale Regional Health Services.

The Collective will share ideas, create joint initiatives, learn from each other and work together to achieve net zero emissions and climate adaptation across the region. This coordinated leadership and alignment across multiple agencies will help achieve success and sustainable climate action.

### 3.2. STRATEGIES TO MANAGE RISK

The Authority considers risk management as a vital 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
- the procedure for identifying and assessing enterprise risks, and the response required 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)
- Leadership, Collaboration and Empowerment (areas of increased appetite for risk taking; high rewards)

The Authority's Audit and Risk Committee meets quarterly 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:

- OH&S
- Cultural Heritage and Environmental Impact
- Statutory Planning Advice
- Government Financial Support
- Landscape Scale Environmental Damage

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. Several 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

### 4.1. FINANCIAL ASSUMPTIONS

Program Budget		Income (\$,000)					Expenditure (\$,000)	Carry-over (\$,000)
	Investor program reference	Carry-fwd from 2022-23	State Govt. funding	Comm. Govt. funding	Other funding	PROGRAM TOTAL	PROGRAM TOTAL	Carry-over to next year (3)
Integrated Catchment Management (OCOC)	S2	195	576			771	771	0
Statutory Functions	S3	56	853			909	909	0
On-ground Works - Mitchell Basin	S3	138	271			409	409	0
Protecting Fire Impacted Waterways	S3	185	769			954	954	0
Supporting Communities	S3	3	46			49	49	0
Flagship Waterways - Mitchell River	S3	53	201			254	254	0
Flagship Waterways - Cann River	S3	8	136			144	144	0
2019/20 Bushfire Recovery Phase 2 Program 2022/25	S5	627	1,100			1,727	1,500	227
April 2022 Flood Storm Recovery Program		288				288	288	0
2023 Victorian Recreational Fishing Grant	S6	49	100			149	59	90
Environmental Water	S1	-68	229			161	161	0
Environmental Water - On-ground Works	S1	47	11			58	58	0
Gippsland Lakes	S3	827	2,068			2,895	2,895	0
Gippsland Lakes Ramsar	S3	158	432			590	590	0
Preventing Extinction of National Priorities in Far East Gippsland	C2	0		600		600	600	0
Topsoils Project	C2	0		500		500	500	0
Critical Activities for the Protection of the Australian Alps	C2	0		500		500	500	0



Gippsland Redgum Woodlands Ecological Restoration	C2	0		220		220	220	0
Priority Actions for the Gippsland Lakes Ramsar Site	C2	0		250		250	250	0
National landcare Program - Core Services	C1	0		674		674	674	0
Regional Landcare Coordinator		370				370	191	179
Victorian Landcare Grants		375				375	375	0
Floodplain Management Agreement	S4	133	150			283	283	0
	<b>TOTALS</b>	<b>3,444</b>	<b>6,942</b>	<b>2,744</b>	<b>0</b>	<b>13,130</b>	<b>12,634</b>	<b>496</b>

<b>Investor Program Reference</b>	<b>State Government</b>	<b>Program Title</b>	<b>\$,000</b>
S1	DEECA	Environmental Water	240
S2	DEECA	Our Catchments, Our Communities	576
S3	DEECA	Waterway Health	4,776
S4	DEECA	Floodplain Management	150
S5	DEECA	Phase 2 VWPIF Bushfire Recovery 2022-23	1,100
S6	Victorian Fisheries Authority	Recreational Fishing Project	100
		<i>Sub-total</i>	<i>6,942</i>
<b>Investor Program Reference</b>	<b>Commonwealth Government</b>	<b>Program Title</b>	<b>\$,000</b>
C1	DCCEEW	Regional Land Partnerships - Core Services	674
C2	DCCEEW	Regional Land Partnerships - Non-Core Services	2,070
		<i>Sub-total</i>	<i>2,744</i>
		<b>Total Income</b>	<b>9,686</b>

#### 4.2. OPERATING STATEMENT ('000)

	2023/24 Forecast	2024/25 Forecast	2025/26 Forecast	2026/27 Forecast
<b>Revenue</b>				
Local				
Interest	300	225	169	150
Other	584	601	619	637
Grants				
State	7,495	8,024	6,745	7,284
Commonwealth	2,744	2,744	2,744	2,744
<b>Total Revenue</b>	<b>11,123</b>	<b>11,594</b>	<b>10,276</b>	<b>10,815</b>
<b>Expenditure</b>				
Labour	3,902	4,019	3,725	3,847
Overheads	785	802	820	838
Depreciation	490	492	494	496
Amortisation	9	9	9	0
Authority Projects	6,009	4,780	4,325	3,946
Partner Projects	3,208	2,082	1,113	990
<b>Total Expenditure</b>	<b>14,404</b>	<b>12,184</b>	<b>10,496</b>	<b>10,117</b>
<b>Operating Surplus/(Deficit)</b>	<b>(3,281)</b>	<b>(590)</b>	<b>(220)</b>	<b>697</b>

#### 4.3. CASHFLOW ('000)

	2023/24 Forecast	2024/25 Forecast	2025/26 Forecast	2026/27 Forecast
<b>Cash and cash equivalents and term deposits at the beginning of the financial year</b>	<b>10,638</b>	<b>7,287</b>	<b>6,677</b>	<b>6,526</b>
<b>Revenue</b>				
Local				
Interest	300	225	169	150
Other	582	599	617	635
Grants				
State	7,545	8,074	6,745	7,284
Commonwealth	2,744	2,744	2,744	2,744
<b>Total inflows</b>	<b>11,171</b>	<b>11,642</b>	<b>10,274</b>	<b>10,813</b>
<b>Expenditure</b>				
Labour	4,125	4,004	3,719	3,832
Overheads	785	802	820	838
Authority Projects	6,001	4,772	4,317	3,938
Partner Projects	3,200	2,074	1,104	981
Lease Repayments	300	300	300	300
Net Capital Outflow	110	300	164	60
<b>Total outflows</b>	<b>14,522</b>	<b>12,252</b>	<b>10,425</b>	<b>9,950</b>
<b>Net inflow (outflow)</b>	<b>(3,351)</b>	<b>(610)</b>	<b>(151)</b>	<b>863</b>
<b>Cash and cash equivalents and term deposits at the end of the financial year</b>	<b>7,287</b>	<b>6,677</b>	<b>6,526</b>	<b>7,390</b>

#### 4.4. BALANCE SHEET ('000)

	2023/24 Forecas t	2024/25 Forecas t	2025/26 Forecas t	2026/27 Forecas t
<b>Assets</b>				
<b>Current</b>				
Cash and cash equivalents	7,287	6,677	6,526	7,390
Receivables & Prepayments	102	104	106	108
Contract Assets	350	300	300	300
<b>Total Current</b>	<b>7,739</b>	<b>7,081</b>	<b>6,932</b>	<b>7,798</b>
<b>Non-Current</b>				
Fixed Assets @ Fair Value	2,597	2,406	2,068	1,631
Intangible Assets	12	3	0	0
Other Financial Assets	50	50	50	50
<b>Total Non-Current</b>	<b>2,659</b>	<b>2,459</b>	<b>2,118</b>	<b>1,681</b>
<b>Total Assets</b>	<b>10,398</b>	<b>9,540</b>	<b>9,050</b>	<b>9,479</b>
<b>Liabilities</b>				
<b>Current</b>				
Creditors & Accruals	810	828	845	863
Employee Provisions	667	680	694	708
Borrowings Lease Liability	300	300	300	0
<b>Total-Current</b>	<b>1,777</b>	<b>1,808</b>	<b>1,838</b>	<b>1,570</b>
<b>Non-Current</b>				
Provisions	20	20	20	20
Borrowings Lease Liability	600	300	0	0
<b>Total Non-Current</b>	<b>620</b>	<b>320</b>	<b>20</b>	<b>20</b>
<b>Total Liabilities</b>	<b>2,397</b>	<b>2,128</b>	<b>1,858</b>	<b>1,590</b>
<b>Net Assets</b>	<b>8,001</b>	<b>7,412</b>	<b>7,192</b>	<b>7,889</b>
<b>Equity</b>				
Contributed Capital	6,987	6,987	6,987	6,987
Reserves	1,221	1,221	1,221	1,221
Accumulated Funds at beginning of Year	3,074	(207)	(797)	(1,017)
Net Result for the Period	(3,281)	(590)	(220)	697
<b>Total Equity</b>	<b>8,001</b>	<b>7,412</b>	<b>7,192</b>	<b>7,889</b>

#### **4.5. ESTIMATED CAPITAL EXPENDITURE**

The Capital expenditure that the Authority plans for 2023-24 is \$180,000. This is based on asset replacement plan for 2023-24 which includes vehicles and IT equipment. There is also an allocation for new furniture aimed at improving the health and wellbeing of staff through improved ergonomics.

#### **4.6. 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.
- The State Government continues to provide resources to support the Authority to fulfil statutory obligations and corporate responsibilities.
- Salaries and wages have been increased in 2023-24 by 5.75% in accordance with the EGCMA General Human Resources Procedure and the Fair Work Commission Annual Wage Review. Later years have increased by 3% per annum.
- Project Management Plans have already factored in expected projects costs for 2023-24. Project costs for later years have been estimated to increase by 2%-3% where appropriate.
- The forecast deficit of \$3,281,000 in 2023-24 reflects expenditure of cash funds held in the bank to deliver the on-ground works programs that have been delayed due circumstances beyond the control of the Authority including wet weather, regular flood events and coronavirus restrictions. Delivery of these projects will depend on a stabilisation of conditions which allow contractors and partners to return to normal work to deliver on the backlog of operational activity.
- Forecast deficits for 2024-25 and 2025-26 assume that there are circumstances beyond the control of the Authority including wet weather and natural events which will delay the delivery of planned on-ground works, which would then be carried forward into future periods.

##### **Corporate and Plant overheads allocated to projects**

Corporate overhead costs include occupancy, IT support, printing, telephones, training, depreciation and amortisation of all assets excluding motor vehicles and plant and equipment. Corporate overhead costs also include an allocation for the replacement of assets when they need to be replaced in the future. The estimated Corporate overhead cost for the Authority for the 2023-24 year is \$949,830.

Plant and equipment overhead costs include the cost of operating and maintaining the plant, equipment and vehicles including depreciation of plant and equipment. It also includes an allocation for the replacement of motor vehicles when they need to be replaced. The estimated cost for the Authority for the 2023-24 year is \$242,050.

The key cost driver for incurring plant and equipment overhead costs is the employment of people to manage the affairs of the Authority and deliver the projects we are funded for. Corporate overhead 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 corporate overhead and plant costs 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 utilised. 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 30.2 FTEs over 2023-24, on average each FTE will cost the organisation \$31,441 in corporate overheads and \$8,012 in vehicle and plant expenses for the year.

By following this principle through, an FTE employed to deliver a single project will allocate all their time to that project, and thus incur corporate overheads 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 corporate overhead costs being spread appropriately across these projects.

The Authority plans to utilise 5% of funded programs to provide sufficient resources to fund our engagement, monitoring, evaluation and reporting (MER) 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; and
- Identifying and costing other direct project costs, including MER.

## **Corporate Allocation**

The Authority expects to receive \$635,000 in the 2023/24 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.

## ACRONYMS

<b>A/CEO</b>	Acting Chief Executive Officer
<b>Authority</b>	East Gippsland Catchment Management Authority
<b>CaLP Act</b>	<i>Catchment and Land Protection Act 1994</i>
<b>CEO</b>	Chief Executive Officer
<b>CMAs</b>	Catchment Management Authorities
<b>DEECA</b>	Department of Energy, Environment and Climate Action
<b>DELWP</b>	Department of Environment, Land, Water & Planning
<b>EC5</b>	Environmental Contributions Levy 5
<b>EGCMA</b>	East Gippsland Catchment Management Authority
<b>FTE</b>	Full Time Equivalent
<b>GEA</b>	Gippsland Environment Agencies
<b>GLaWAC</b>	Gunaikurnai Land and Waters Aboriginal Corporation
<b>GKTOLMB</b>	Gunaikurnai Land and Water Traditional Owner Land Management Board
<b>Ha</b>	Hectare
<b>IWM</b>	Integrated Water Management
<b>ICM</b>	Integrated Catchment Management
<b>LOE</b>	Letter of Expectations
<b>MER</b>	Monitoring, evaluation and reporting
<b>NRM</b>	Natural Resource Management
<b>OH&amp;S</b>	Occupational Health and Safety
<b>RCS</b>	East Gippsland Regional Catchment Strategy
<b>RWS</b>	Regional Waterway Strategy
<b>TO</b>	Traditional Owners
<b>Water Act</b>	<i>Water Act 1989</i>