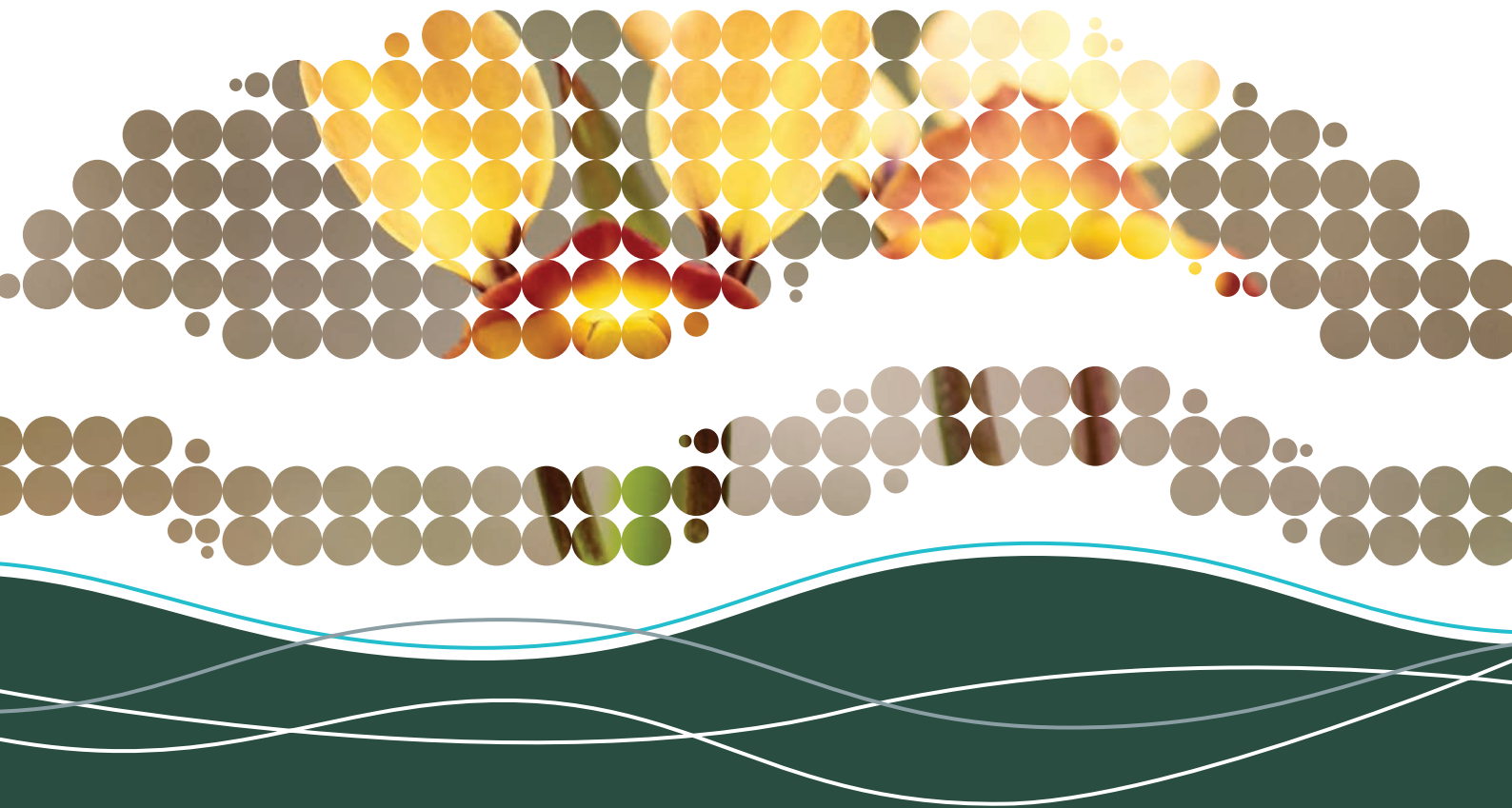


CORANGAMITE CMA

corporate plan

2021-2026



Corangamite CMA Vision:

Healthy and productive
lands and waters cared for
and enjoyed by thriving
communities

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chairman's foreword

The Corangamite CMA acknowledges the traditional custodians of the land and waters where we work, and pay our respects to their Elders past, present and emerging.

It is with pleasure that I present the Corangamite CMA 2021-2026 Corporate Plan.

This Corporate Plan sets out the Corangamite Catchment Management Authority's (CMA) approach for the next five years to implement its vision of 'healthy and productive lands and waters cared for and enjoyed by thriving communities'.

Community participation and investment are essential to both implementing our vision and managing significant issues for both the world and our region in climate change and a decline in biodiversity.

We appreciate the enormous contribution our partners, community groups and land managers invest in improving the health of the land and waterways. The Corangamite CMA recognises that 78 per cent of the land in our region is privately owned and we will work with and support those land managers to farm sustainably and look to support them as they too seek to adapt to the impacts of climate change.

The Corangamite CMA looks to attract greater investment to deliver a broad range of benefits including environmental, social, economic, recreational and cultural, so we can help communities thrive. With the support of the Victorian and Australian Governments, last year the Corangamite CMA:

- Delivered events and provided waterway information and activities to over 13,460 community participants
- Supported over 2,717 hectares of weed control and 81 kilometres of fencing
- Distributed over \$1.5 million to support on-ground works and community engagement activities
- Supported over 120 volunteer citizen scientists to remain engaged and connected during COVID-19 restrictions and then return to monitoring to inform estuarine/catchment management through the Corangamite CMA's Waterwatch and EstuaryWatch programs
- Supported the protection of waterway infrastructure through the processing of more than 1,249 requests for flood advice, planning referrals and works on waterways permits
- Supported the Geelong community and its recreational values through the management of the Barwon River and associated parklands through Geelong.

We recognise that to increase engagement we need to continue to increase the visibility of our activities in the region and this will be a key focus over the coming year. Over the past year COVID-19 has presented many challenges to the way we work, and we will continue to adapt and pursue opportunities to use technology and new approaches to engage with our partners and community.

The Corangamite CMA is working with the community and agencies to finalise the new Regional Catchment Strategy. In the coming year we look forward to seeing this approved, before transitioning to the implementation phase.

This plan with its alignment to our vision will help strengthen our team and give our staff the best opportunity to support the community to achieve great integrated catchment management outcomes for our region.

Alice Knight

Alice Knight
Chairman, OAM



In 2020 the
Corangamite CMA
supported over
120 volunteer
citizen scientists to remain
engaged and connected
during **COVID-19**

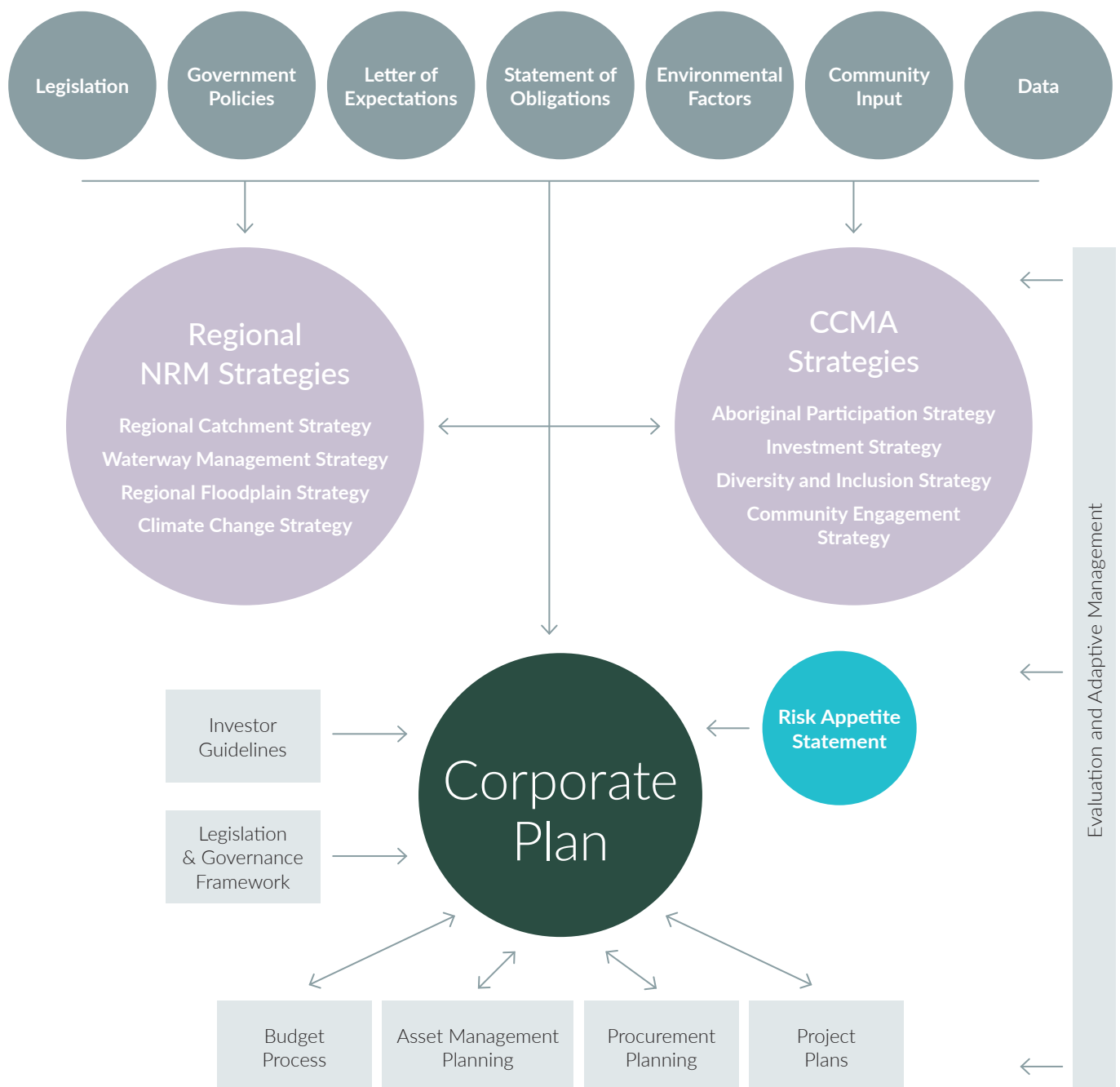


what is the corporate plan?

The Corporate Plan sets out over a five-year period how regional waterway and landscape management outcomes will be delivered and coordinated and highlights their value to the community.

The Corporate Plan is an important document in the planning and management framework of the Corangamite CMA and is informed by a range of policies and strategies shown below. The CCMA strategies provide further detail on how the Corporate Plan strategies will be implemented. Progress on the Corporate Plan's outcomes, outputs, time and financial budget is communicated through the Annual Report.

Corangamite CMA Planning Framework:



01. business direction

1.1 WHAT ARE CATCHMENTS AND WHY ARE THEY IMPORTANT?

A catchment is an area where water is collected by the natural landscape. When rain falls, the water flows over the landscape finding its way into streams and eventually feeding into rivers and other waterways. Some of the water moves down through the earth where some stays underground and some comes back to the surface to slowly feed the rivers, streams and wetlands.

Catchments start at the highest points and finish where the rivers and streams run into the sea (called an estuary) or end in wetlands or inland lakes. Catchments reflect the interlinked nature of water, land, plants, animals and people, and anything that occurs within a catchment can affect other parts of the catchment or even the whole catchment.

A healthy catchment is essential for our physical, social and economic health. It provides the water we need to drink, the soil and nutrients to produce our food and the natural fibers and biodiversity that keeps our ecosystems functioning properly. Agricultural, urban, rural and tourism industries depend on healthy catchments to generate economic income.

Healthy catchments also provide recreational opportunities and green spaces in both rural and urban areas that are so important for family and community recreation, connections and for our physical and mental health.

Healthy, thriving communities are essential for healthy catchments. Without good management, the fertility and health of our soils will deteriorate, less water will flow down our rivers and streams and the water quality will decline, there will be less natural biodiversity and more weeds and feral animals.

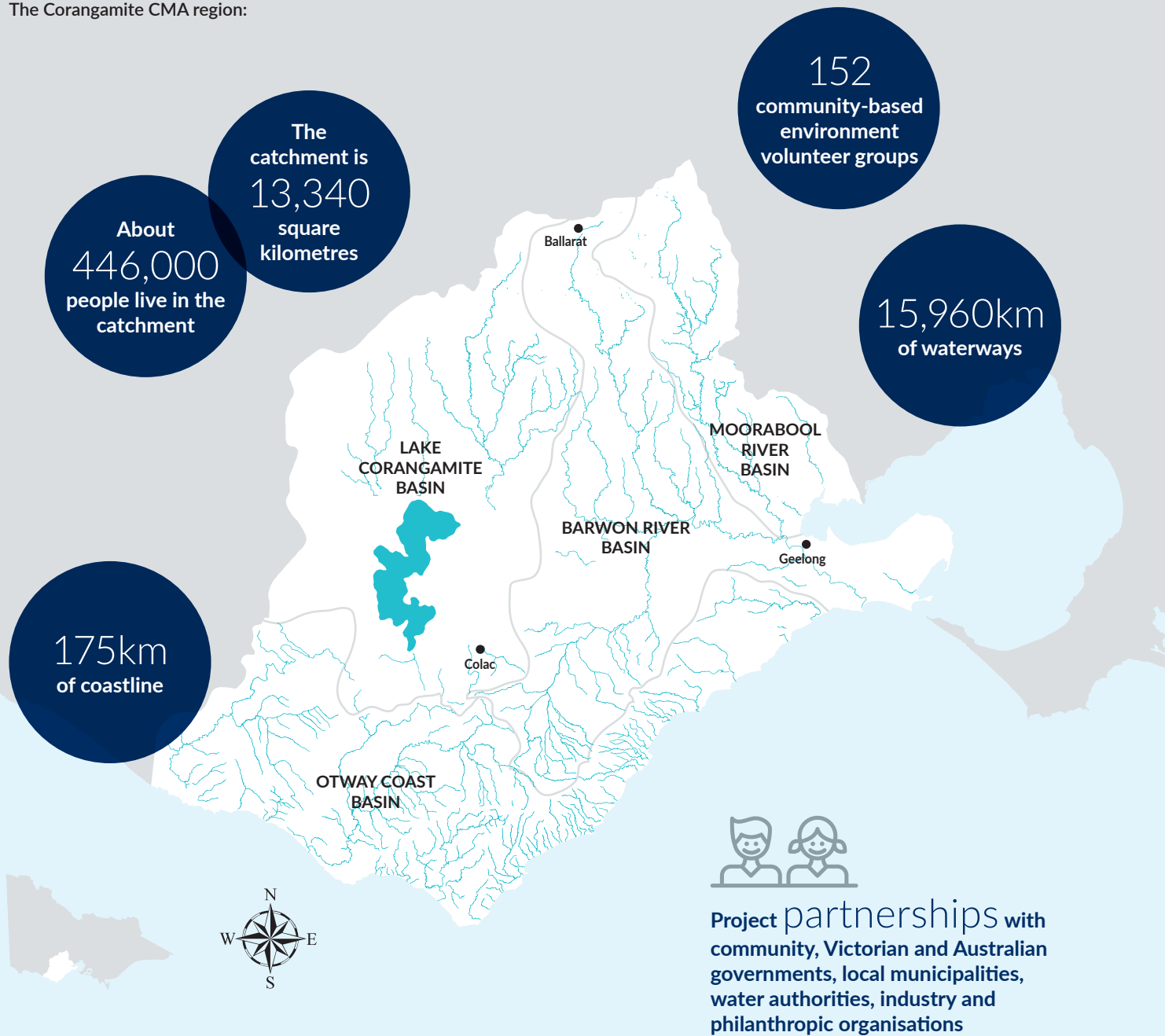
Our catchments have particular significance for Aboriginal Traditional Owners of the Corangamite region. Traditional Owners have strong spiritual and cultural connections to the catchments and have relied on, utilised and managed the catchments for economic, social, physical and cultural health for tens of thousands of years. Caring for the catchments continues to be important to Aboriginal Traditional Owners, and the Corangamite CMA seeks to do its work in partnership with them.

Good catchment management takes effort, investment and cooperation, and communities need to be connected and have the willingness to work together with capacity, resources and scientific research to actively care for the catchments.

As vitally important as healthy catchments are to all of us, the term "catchments" is not always well understood in the wider community, and so when communicating with the public we may use terms like land, soils, waterways and ecosystems, or the biodiversity, environment and natural resources to describe our region.



The Corangamite CMA region:



The Corangamite CMA region in south-west Victoria is home to about 446,000 people. Its landscape is geographically diverse with spectacular coasts, vast volcanic plains and the soaring old growth forests of the Otways.

The catchment is 13,340 square kilometres, stretching from Ballarat to Geelong and along the coast to Peterborough in the west.

Its landscape supports strong agriculture and forestry sectors, with 78 per cent of the land privately owned, the remaining 22 per cent publicly owned.

It contains lakes and wetlands of national and international significance. Four river basins define the region:

- Moorabool
- Barwon
- Lake Corangamite
- Otway Coast.

Nine municipalities are part of Corangamite – the cities of Geelong and Ballarat, the Borough of Queenscliffe and the shires of Colac Otway, Surf Coast, Golden Plains, Corangamite, Moorabool and Moyne.

1.2 OUR VISION FOR THE CORANGAMITE REGION

The Corangamite CMA wants the natural resources and environmental values of our region protected, looked after and improved for generations to come.

We believe that healthy ecosystems create productive land, soil, water and biodiversity within our catchment and are essential for the environmental, social and economic health of the communities in our region and beyond. The Corangamite CMA also believes that engaged, healthy, thriving and connected communities who actively care for the environment and its natural resources are imperative to ensure the long-term health of our catchments. Key to achieving this vision is land stewardship in partnership with the community, its landholders and other departments and agencies.

As such our vision for the Corangamite region is:

*'Healthy and productive lands and waters
cared for and enjoyed by thriving communities.'*

1.3 OUR PURPOSE

The Corangamite CMA is a statutory authority of the Victorian Government. Our roles and functions are defined in the *Catchment and Land Protection Act 1994* and the *Water Act 1989*.

The key objectives of the *Catchment and Land Protection Act 1994* are to:

- Enable integrated and coordinated management of catchments which will:
 - Maintain and enhance the long-term land productivity while also conserving the environment; and,
 - Ensure the quality of Victoria's land and water resources and their associated plant and animal life are maintained and enhanced
- Provide for the control of noxious weeds and pest animals
- Encourage and support participation of landholders, resource managers and community members in catchment management and land protection.

The key objectives of the *Water Act 1989* are to:

- Enable integrated management of the terrestrial phase of water
- Encourage and support participation of landholders, resource managers and community members in catchment management and land protection
- Promote orderly, equitable and efficient use of water resources and make sure that water resources are conserved and properly managed for sustainable use for the benefit of present and future Victorians
- Provide for the protection and enhancement of environmental qualities of waterways and their in-stream uses and for the protection of catchment conditions
- Maximise community involvement in the making of and implementation of arrangements for the use, conservation and management of water resources.

Our roles and functions are also shaped by various government policies including the *Water for Victoria* plan, the *Our Catchments Our Communities* policy and *Protecting Victoria's Environment – Biodiversity 2037*, and by our Statement of Obligations and the Water Minister's Letter of Expectations.

To achieve the desired integrated catchment management outcomes for the Victorian Government at a local level, we involve communities in the preparation and implementation of regional strategies and plans.

These strategies and plans seek to integrate community values and regional priorities with state and federal legislation and policies that enable and support local solutions and action.

Our purpose is:

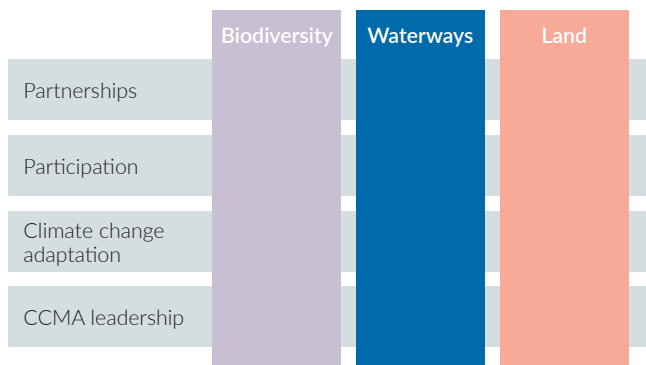
'To be the regional leader working with land managers, communities, other organisations and governments to protect and improve the health of the region's natural resources (water, soils, biodiversity) to improve the health and sustainable productivity of the Corangamite region.'



1.4 OUTCOMES

The Corangamite CMA believes that to achieve its vision of *"healthy and productive lands and waters cared for and enjoyed by thriving communities"* there needs to be sufficient people and resources committed to actively improving the health, protection and sustainability of the environment and natural resources.

The cohesive way in which our outcomes work together to achieve this is reflected in the diagram below followed by a description for each outcome.



Healthy resilient and biodiverse environment

The Corangamite CMA will continue to:

- Deliver integrated projects that will mitigate threats to priority flora and fauna
- Increase awareness of the benefits of biodiversity
- Create opportunities for people to connect with nature.

Improved waterway health for environmental, cultural, economic and social benefits and values

The Corangamite CMA will continue to:

- Provide regional leadership for the delivery of the Corangamite Waterway strategy in partnership with community, Traditional Owner groups, state and local government and key industry groups
- Increase the understanding of waterway statutory obligations
- Demonstrate the environmental, social, cultural and economic benefits of improved waterway health
- Contribute to healthy communities and support integrated water management principles.

Productive and resilient sustainable land management for continued environmental benefits and increased sustainable agriculture outcomes

The Corangamite CMA will continue to:

- Provide an integrated approach to sustainable land and water management for agricultural production
- Promote and demonstrate positive and sustainable agricultural practice
- Encourage adaptive and innovative practices.

Partnerships are effective, diverse and deliver shared outcomes for the Corangamite Region

The Corangamite CMA will continue to:

- Engage and partner with Traditional Owners on catchment management issues
- Ensure integrated catchment planning is aligned across state, regional and local scales
- Strengthen co-ordination between catchment partners, leveraging knowledge, skills and resources
- Work collaboratively to deliver integrated catchment management outcomes.

Increased breadth and depth of participation in integrated catchment management for sustained outcomes

The Corangamite CMA will continue to:

- Create opportunities for community to develop their capacity and participate in catchment management activities
- Provide engagement opportunities for diverse communities and visitors to the region
- Create and facilitate stewardship opportunities for long term catchment management outcomes.

Increased resilience and adaptation of natural assets to climate change

The Corangamite CMA will build on the extensive capacity and planning work it has undertaken in partnership to:

- Implement strategies across its whole operations that will increase resilience and adaptation to climate change
- Explore opportunities to provide carbon offsets and partnering with other organisations for carbon sequestration
- Support farmers and other land managers to adapt and manage for the effects of climate change.

The Corangamite CMA is a respected and trusted regional leader in catchment health and management

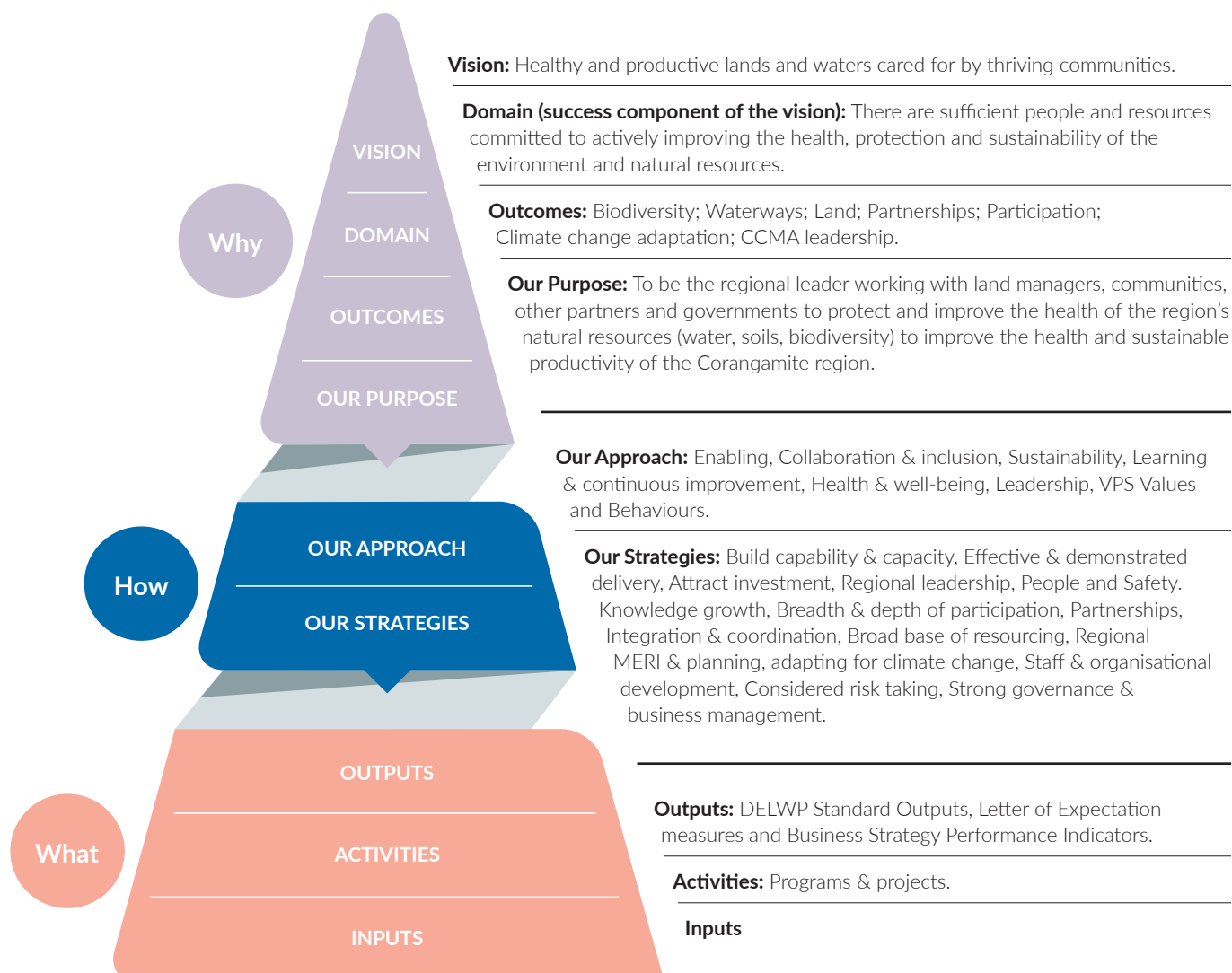
The Corangamite CMA will continue to:

- Evolve its evidence base, evaluation and reporting systems to ensure sound decision making and adaptive management
- Maintain a highly skilled and inclusive workforce
- Encourage innovation
- Provide input into other relevant planning processes.

The Minister for Water has outlined nine priority government policy areas for Catchment Management Authorities to address which align to the outcomes shown below.

Outcomes	Priority Policy Areas								
	Climate change	Waterway & catchment health	Water for agriculture	Community engagement & participation	Resilient & liveable cities & towns	Aboriginal cultural values & economic inclusion	Recreational values	Leadership, diversity & culture	Performance & outcomes
Biodiversity	✓	✓		✓	✓	✓			
Waterways	✓	✓	✓	✓	✓	✓	✓		
Land	✓	✓	✓	✓		✓			
Partnerships	✓	✓	✓	✓	✓	✓	✓		
Participation	✓	✓	✓	✓	✓	✓	✓		
Climate change adaptation	✓	✓	✓	✓	✓	✓	✓		
CCMA leadership				✓		✓		✓	✓

The Corangamite CMA seeks to align its vision and purpose to undertaking activities that will achieve these strategic outcomes. It does so utilising the framework outlined below.



1.5 OUR APPROACHES AND OUR VALUES AND BEHAVIOURS

The approach we take is critical to our success. The Corangamite CMA's approach is based on seven elements:

- Enabling
- Collaboration and inclusion
- Sustainability
- Learning and continuous improvement
- Health and well-being
- Leadership
- The Victorian Public Sector Values and Behaviours.

Enabling

The work of looking after the catchments is largely done by land managers, communities, individuals, our partners; businesses and non-government organisations. Our role is to support, encourage and enable this and to help to maximise the results of their work. We do this by listening to what they need and building capacity, providing, collecting and sharing knowledge, collaborating and building partnerships, linking people and partners, providing access to resources and encouraging investment and guiding. We also play an important regional role in supporting governments to achieve the objectives and outcomes of their policies, legislation and investments.

The Corangamite CMA seeks to play a greater role in brokering funding for projects within the region and supporting increased investment for the region from a broader range of funding sources.

Collaboration and inclusion

By partnering, cooperating with and supporting others we will achieve much greater results than if we work independently. We know that we need as many people as possible involved and engaged and that there will be many different viewpoints and ideas on priorities and solutions. We value co-design and co-delivery and aim to ensure that our processes ensure that everyone is heard, involved and valued, and their contributions are acknowledged and celebrated. We also recognise the diversity in our communities and aim to ensure that our service delivery, communications and projects ensure equity of access.

Sustainability

Looking after catchments is a long-term commitment. We want our environment to be healthy now and for future generations and we want our lands to be able to produce the water, food and fibre sustainably in the future. Protecting and improving our environment and natural resources requires immediate and sustained, long-term action from our communities and partners. The way we work and the work that we do will always focus on achieving sustainable outcomes. We ensure that our own behaviours and operations support sustainable resource use and environmental protection. This will include moving towards Carbon Neutrality and ensuring our procurement practices consider impacts on the environment.

Learning and continuous improvement

Looking after the environment and our natural resources is a complex task and no one has all the answers. We must therefore be constantly learning, adapting and improving in the present and for a rapidly changing future. We know that not everything we do will work as expected and that quickly and openly learning from failure is as important as celebrating and building on successes. We also believe that our own personal learning and continuous improvement is critical for our performance, growth and development.

Health and well-being

A healthy catchment both supports and is dependent on healthy communities and, through our work, we aim to improve both. We also recognise that a healthy and successful Corangamite CMA is dependent on and needs to support healthy staff and Board members. We aim to have a workplace and relationships that care for the health of our team and enhance their well-being. We recognise the importance of Mental Health and well-being and have adopted the Victorian Public Sector Mental Health and Well-being Charter.

Leadership

We aim to be a trusted and respected leader in environmental and natural resource management in our region by providing specialist expertise and delivery, thought leadership, support, coordination and enabling roles. We aim to be recognised for excellence, high performance and leading-edge approaches. We will also demonstrate personal leadership at all times and at all levels.

Values and Behaviours

The Corangamite CMA is committed to being a high performing organisation, with excellent staff working in a productive and healthy culture that delivers great service for the community on behalf of the Victorian and Australian governments. To do this we embrace and model the standards of the Victorian Public Sector values and behaviours:

- Responsiveness
 - providing frank, impartial and timely advice to the government
 - providing high quality services to the Victorian community
 - identifying and promoting best practice.
- Integrity
 - being honest, open and transparent
 - using powers responsibly
 - reporting improper conduct
 - avoiding any real or apparent conflicts of interest
 - striving to earn and sustain public trust of a high level.
- Impartiality
 - making decisions and providing advice on merit and without bias, favouritism or self interest
 - acting fairly by objectively considering all relevant facts and fair criteria
 - implementing government policies and programs equitably.

- Accountability
 - working to clear objectives in a transparent manner
 - accepting responsibility for decisions and actions
 - seeking to achieve best use of resources
 - submitting to appropriate scrutiny.
- Respect
 - treating others fairly and objectively
 - ensuring freedom from discrimination, harassment and bullying
 - using the views of others to improve outcomes on an ongoing basis.
- Human Rights
 - making decisions and providing advice consistent with human rights
 - actively implementing, promoting and supporting human rights.
- Leadership
 - actively implementing, promoting and supporting these values.

1.6 BUSINESS STRATEGIES

To meet anticipated challenges and opportunities that will arise as the Corangamite CMA seeks to achieve the outcomes and vision set out in the plan, we will pursue the following primary strategies:

- Build the capability and capacity within the Corangamite CMA and broader community to deliver effective environmental, recreational and integrated catchment management solutions
- Continually improve the effectiveness and efficiency of project delivery and the ability to demonstrate it

- Attract additional investment to environmental and integrated catchment management in the region (cash and co-investment)
- Build the reputation of the Corangamite CMA as a regional leader in environmental and natural resource management
- Developing and supporting People and Safety.

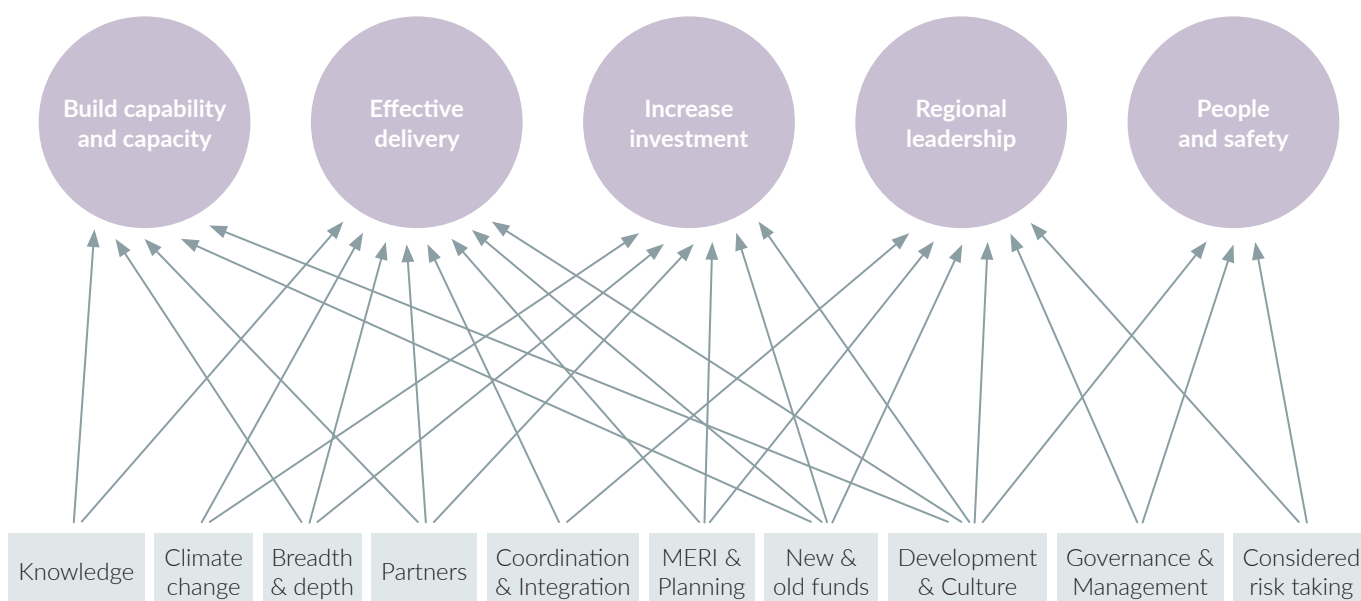
These will be delivered through the following supporting strategies as shown in the diagram below:

- Support the increase and sharing of knowledge
- Increase the breadth and depth of participation
- Increase integration and coordination
- Increase partnerships
- Pursue funding and resources from a broad range of sources (traditional and new)
- Improve regional Monitoring Evaluation Reporting Improvement (MERI) and planning
- Support regional partners in planning and action on mitigating impacts of climate change
- Support staff and organisational development
- Take considered risks in exploring new partnerships and opportunities
- Build strong governance and business management.

Additional detail on the activities that will be undertaken to support these strategies will be found in the CMA plans and strategies outlined above in the CMA Planning framework.

The Corangamite CMA will track its progress of meeting its business strategies through the reporting of project related DELWP standard outputs as well as the business strategy performance indicators. These indicators will be monitored by the Board and Management of the CMA throughout the year. The indicators are outlined in Appendix 2 (page 53).

Business Strategies:



1.7 GOVERNANCE AND PLANNING

1.7.1 Governance

The 10 Victorian CMAs including the Corangamite CMA were established under, and deliver the legislative requirements of the:

- *Catchment and Land Protection (CaLP) Act 1994* and its Statement of Obligations, issued in June 2007
- *Water Act 1989* and its Statement of Obligations, issued in October 2006.

The *Public Administration Act 2004*, *Financial Management Act 1994*, *Freedom of Information Act 1982*, *Privacy and Data Protection Act 2014*, *Protected Disclosures Act 2012* and other associated statutory instruments, ministerial directions and departmental requirements also provide guidance to the CMAs on their governance requirements.

Under the *CaLP Act* the CMAs are required to have a Board Charter endorsed by their respective boards that sets out their governance framework. The Corangamite CMA has a Board Charter that is reviewed triennially. This was last reviewed in 2020.

1.7.2 Reporting structure

The Corangamite CMA is a statutory authority that reports through the Department of Environment, Land, Water and Planning (DELWP) to the Minister for Water and Minister for Energy, Environment and Climate Change and ultimately the Parliament of Victoria.

The Victorian Government appoints skills-based community Boards of up to nine members to govern CMAs based on their skills and backgrounds relevant to natural resource management. It is a legislative requirement that more than half of the CMA's Board must be primary producers. Through their participation in community life, Board members are able to represent community values and priorities when considering strategic issues relating to the protection and improvement of the region's natural resources.

In addition to the Corporate Plan 2021-2026, the Corangamite CMA will also provide the Minister for Water and Minister for Energy, Environment and Climate Change the following documents:

- Corangamite CMA Annual Report
- Regional Catchment Strategy
- Other regional strategies or plans as required.

Annually the Corangamite CMA must attest to meeting the Standing Directions as required under the *Financial Management Act 1994*. Compliance with the Standing Directions, along with a strong governance framework supported by policies and procedures, internal audit function, VAGO financial audits, Board and Audit and Risk Committee function, will assist in providing assurance that the appropriate governance and risk frameworks are in place for the Corangamite CMA.

1.7.3 Board committees

The Corangamite CMA Board has four standing committees complemented by project-based committees. The Board committee structure is shown below.



The core roles of the standing committees are:

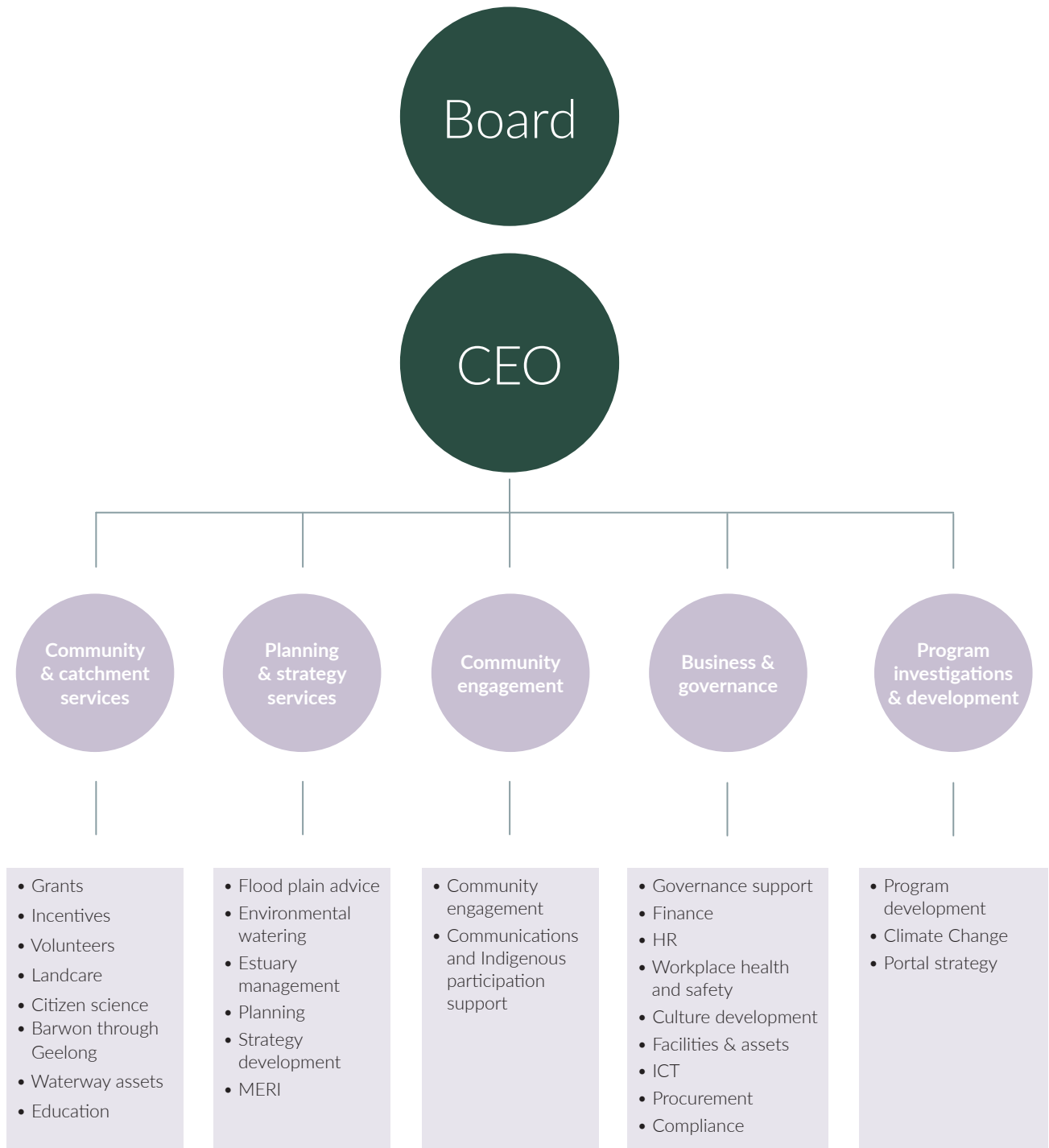
- **Audit and Risk Committee**
To monitor and evaluate the adequacy and effectiveness of the corporate governance and risk management frameworks.
- **Remuneration Committee**
To oversee the management, performance and remuneration of the CEO and advise on significant human resource policy.
- **Regional Catchment Strategy Implementation Committee**
To ensure the Regional Catchment Strategy (RCS) and supporting strategies are being effectively implemented and resources are being maximised to progress achievement of natural resource management outcomes.
- **Business Growth Committee**
Develop and monitor the Business Growth Plan of the Corangamite CMA. The Business Growth plan focuses on opportunities to increase investment to improve waterway health, mitigate the risks of climate change and support biodiversity.



1.7.4 Organisational structure

The Corangamite CMA organisational structure has been designed to align with the changing NRM funding environment, to strengthen delivery and management of key functions and to ensure the organisation is flexible to adapt to future opportunities.

The structure is shown below:



02. planned programs, services and infrastructure delivery

2.1 BUSINESS UNDERTAKINGS

The main business of the Corangamite CMA is to work with land managers (including farmers, companies and peri-urban and urban landowners), communities, Traditional Owners, other partners and governments to protect and improve the health of the region's natural resources (water, soils, biodiversity) to improve the health and sustainable productivity of the Corangamite region. In doing so, it seeks to plan for and mitigate against the impacts of climate change and maintain the region's biodiversity.

We do this through our functions of:

- Facilitating and brokering positive partnerships to achieve integrated catchment management (ICM) outcomes
- Monitoring and enhancing our internationally recognised Port Phillip Bay and Bellarine Peninsula and Western District Lakes Ramsar sites
- Protecting biodiversity through our national and state funded projects and in our role as manager of waterway health
- Regional Integrated Catchment Management (ICM) planning that incorporates the impact of climate change
- Regional ICM coordination
- Helping to build knowledge about the region and facilitating knowledge and information sharing, including the provision of an online repository for environmental research and geospatial waterway health in the Corangamite region
- Using our knowledge and expertise to build capacity in the region through training and advice roles and utilise knowledge to inform strategy, make investment decisions and provide evidence of our outcomes
- Working with community and partners to effectively identify opportunities, facilitate discussion and deliver funded programs
- Helping to build capacity and capability in the community
- Attracting and encouraging investment in NRM in the region
- Delivering and managing grants at a local level for the Victorian and Australian Governments
- Conducting and supporting environmental monitoring
- Managing water entitlements for the environment
- Providing expert advice on floodplain management and waterway health, including the provision of flood advice and the provision of permits for waterway works

- Monitoring of waterway health in conjunction with community citizens and Landcare partners
- Monitoring catchment health
- Managing waterway infrastructure, including the planning and construction of works such as bank reinforcement, fish ladders and recreational amenities
- Undertaking the operations of the Corangamite CMA, including growth and development of staff and directors, and undertaking administrative and governance functions required to efficiently run the organisation in line with its governance, administrative and reporting responsibilities
- Directly managing the Barwon River and its parklands in the center of Geelong from Queens Park bridge to the Breakwater, an important recreational amenity for the Geelong Region
- Managing waterway assets
- Providing input into policy, programs and legislation and supporting others to do so.

Engaging, supporting and enabling a diverse range of individuals, communities and organisations to care for catchment health is a central function of the Corangamite CMA.

The main business of the Corangamite CMA is to work with land managers and the community



We undertake these functions by working with various partners and community stakeholders across regional landscape zones including:

- **The community**

As a Board directive the Corangamite CMA has established a Community Engagement Network (CEN). The CEN will provide a forum for information exchange to:

- Strengthen community understanding of Corangamite CMA's role in natural resource management within the region
- Identify community needs, issues and barriers to participation in natural resource management
- Provide community perspective into Corangamite CMA's strategies, plans and projects, and
- Increase community advocacy and support for improved natural resource management in the region to ensure *"healthy and productive lands and waters cared for and enjoyed by thriving communities"*.

- **Traditional Owners**

In line with our Indigenous Participation and Engagement Plan, we will seek to engage with Traditional owners to:

- Incorporate Traditional Owner values at all project stages, to improve NRM outcomes
- Continue to develop our Organisational Cultural Competency
- Assist Traditional Owner groups to build capacity
- Promote reconciliation
- Provide opportunities for employment and procurement.

- **Australian and Victorian Government departments**

We will continue to engage with Australian and Victorian Government departments to:

- Utilise our regional knowledge and partnerships to deliver programs and projects that support their program objectives
- Provide project related reporting that provides assurance of strong project implementation and governance.

- **Farmers**

We will seek to engage with farmers to support sustainable agricultural practices and land stewardship.

- **Industry Groups**

We will seek to engage with Industry Groups to understand their requirements, identify areas where we can add value and broker opportunities to support place-based activities that support our communities.

- **Landcare and community action groups**

We will continue to work with, engage and support the important work these groups undertake in our community.

- **Peri-urban land managers**

We will provide opportunities for knowledge transfer and support land stewardship.

- **Urban land managers**

We will provide opportunities for knowledge transfer, becoming involved in community activities and support land stewardship.

- **Local government**

We will engage and work closely with Local Government Areas in our region to:

- Improve recreational assets
- Strengthen floodplain planning and management
- Increase clarity on roles and responsibilities for the community
- Broker opportunities for NRM opportunities for the community.

- **Developers**

We will work with and provide advice to developers to protect the long-term value of investment and future proofing that development.

- **Water corporations**

We will engage and work closely with water corporations in our region to:

- Provide statutory referral services on plans
- Provide opportunities for jointly funded actions that improve catchment health
- Share services where applicable.

- **Community citizen science and landcare volunteers**

We will continue to engage and work closely with citizen science and landcare volunteers to support and provide opportunities for the community to undertake important monitoring activities and natural resources management activities in our catchments.

- **Other government departments**

We will continue to engage and work closely with government departments to:

- Achieve government policy priorities
- Increase clarity on roles and responsibilities for the community
- Provide opportunities for leveraged place-based activities that improve catchment health.

- **Universities**

We will continue to engage with universities to:

- develop knowledge within the region
- provide evidence-based knowledge to plans and strategy development
- provide training opportunities to students
- develop and maintain knowledge-based infrastructure (Portals).

- **Technical specialists**

We will continue to work with technical specialists to obtain detailed technical input in our statutory decision making and plan development.

- **Land covenant organisations**

We will work with the community and land covenant organisations to protect areas for conservation.

- **Carbon offset market brokers**

We will seek opportunities to direct investment into the region for carbon offsets.

We understand that by working together we will achieve our regional vision.

2.2 PROGRAMS AND PROJECTS

The programs, services and projects presented in the table below include natural resource management and business opportunities that demonstrate investment against outcomes.

The investment in 2021-22 reflects the higher expenditure expected due to:

- Carry forward funding utilised to achieve higher outputs for the soon to be finalised EC5 3 year projects.
- Two new projects from the Australian Government relating to election funding commitments representing an additional \$7.5m funding over 3 years to the region.

Investment in outer years in the program tables below are indicative only. It is anticipated that the Corangamite CMA will at times secure additional funding throughout the year allowing the programs below to be extended, or new programs to be developed.

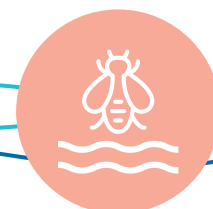
At the time of writing the Corporate Plan, the outcomes of funding for 2021-22 and beyond for Environmental Contribution Levy funding tranche 5 (EC5) have not yet been finalised for Onground Works and Ramsar related projects. The projects and funding associated are as per the submitted long form bids based upon the indicative budgets provided by DELWP. The projects and the amount funded will be confirmed in June following the release of the state budget. EC5 funding represents a significant investment across 3 years of \$17.5m by the Victorian Government in the region.

Water	Outcome	Policy Priority Area	Proposed Investment 2021-2022 (\$,000)	Proposed Investment 2022-2023 (\$,000)	Proposed Investment 2023-2024 (\$,000)
Curdies Estuary Fish Habitat Restoration Project The Curdies River and estuary is a destination waterway for angling species such as Black Bream and Estuary Perch in south-west Victoria, close to Warrnambool. The performance of the recreational fisheries is consistent, though limited by lack of instream woody fish habitat. More fish habitat, augmented by angler input and scientific evidence, is needed to materially improve the performance of this fishery. The Curdies Estuary Fish Habitat Restoration Project aims to improve estuarine habitat for native fish and native angling species such as Black Bream in the estuary from immediately upstream of Curdievale to Peterborough (approximately 17 km). This will be achieved through engaging with local anglers in planning, implementing and monitoring the outcomes of on-ground works such riparian habitat restoration, weed management and instream habitat creation.	Waterways Planning and management Community benefits Partnerships Participation and investment	Waterway & catchment health Community engagement & partnerships Recreational values	128	144	-
Barwon Estuary Fish Habitat Restoration Project The Barwon River and Estuary is at the heart of burgeoning Geelong and is popular for fishing, paddling, and rowing. The performance of recreational fisheries is held back by limited instream woody fish habitat, and low abundance of key angling species. More fish habitat and access work, informed by angler input and scientific evidence, is needed to materially improve the performance of this fishery. The Barwon River Fish Habitat Rehabilitation Project will improve riverine and estuarine habitat for native fish, including angling species such as Estuary Perch, in the lower Barwon River between Buckley Falls and Lake Connewarre within the Port Phillip Bay (Western Shoreline) and Bellarine Peninsula Ramsar site. This will be achieved through engaging with local anglers and Traditional Owners in planning and undertaking on-ground works such as instream habitat creation, riparian habitat restoration, weed management and rubbish removal as well as monitoring and evaluation activities.	Waterways Planning and management Community benefits Partnerships Participation and investment	Community engagement & partnerships Recreational values	127	146	-



Water	Outcome	Policy Priority Area	Proposed Investment 2021-2022 (\$,000)	Proposed Investment 2022-2023 (\$,000)	Proposed Investment 2023-2024 (\$,000)
Corio Bay Fish Habitat Projects The Corio Bay arm of Port Phillip Bay is a highly regarded fishing destination within Victoria, and the removal of commercial netting presents a fantastic opportunity to restore crucial fish habitats in the region to the benefit of recreational fishers and the regional community. The project will demonstrate rec fishers' capacity to conduct fish habitat restoration through a community approach, targeting functionally extinct shellfish reef habitats in the Corio Bay area. Rec fisher volunteers will utilize a toolbox of approaches to restore intertidal/shallow subtidal shellfish reef habitat, playing a central role in the restoration and monitoring activities. Additionally, through events, forums and on-ground participation, the project will provide clear, engaging science communication related to restoration ecology, developing environmental stewardship and fisheries science literacy within the local rec fishing community, further building capacity for future restoration programs.	Waterways Planning and management Community benefits Partnerships Participation and investment	Community engagement & partnerships Recreational values	146	152	-
Flood Mapping - Woody Yaloak & Lough Calvert Drainage Schemes This project will capture the data (lidar and hydrology) required to completed detailed flood studies of both Corangamite CMA managed rural drainage schemes.	Waterways CCMA Leadership	Climate change Waterway & catchment health	42	-	-
Analysis of the social and economic values dependent on a flowing Barwon River through Geelong This project will comprise: Part 1. Significance of flows in the Barwon River. Analyse and quantify the risks of future climate change scenarios on the flows in the Barwon River, under a 'do nothing' flows scenario and assess the impacts/benefits of potential water recovery on water quality and other flow dependent values. Part 2. Social and economic values of the Barwon River through Geelong. An investigation and analysis of the social and economic values that are derived from the river's ecosystem and natural capital.	Waterways Planning and management Community benefits Biodiversity Partnerships Participation and investment	Waterway & catchment health Community engagement & partnerships	48	-	-
The Living Moorabool The Living Moorabool Project is a strategic river management framework for planning, communicating and implementing long-term waterway work programs at a waterway or catchment scale. This project is a partnership with Barwon Water.	Waterways CCMA Leadership Biodiversity Partnerships	Climate change Waterway & catchment health Community engagement & partnerships Aboriginal cultural values	128	167	-

Water	Outcome	Policy Priority Area	Proposed Investment 2021-2022 (\$,000)	Proposed Investment 2022-2023 (\$,000)	Proposed Investment 2023-2024 (\$,000)
Gellibrand Catchment Plan (Wannon Water) The aim of this project is to create a catchment plan for the Gellibrand River in partnership with Wannon Water and engaging with other key stakeholders. The integrated waterway health plan will set the priority projects for on-going co-investment in the Gellibrand. The first stage of the project will be a synthesis conducted through Deakin Uni of the existing information in the system to understand current condition and threats. The second stage will be to use this information to inform prioritisation of management actions.	CCMA Leadership Partnerships Waterways Participation	Waterway & catchment health Recreational Values Aboriginal cultural values Resilient and livable cities Community engagement & partnerships	42	-	-
Barwon Parklands Strategy Support The purpose of this project is to support the development of the Barwon Parklands Strategy. The funding will enable the CMA to engage a project manager to develop a business case for the strategy and support the activities of the Barwon Parklands Strategy Working Group. The position will also support the Department of Environment, Land, Water and Planning (DELWP) on matters relating to the Barwon Parklands Strategy.	Participation and investment Planning and Management	Waterway & catchment health Community engagement & partnerships Water for agriculture Recreational values Resilient & liveable cities	31	-	-
Reedy Lake Outlet Fishway (construction) Delivers the construction of a fishway and new regulator on the Reedy Lake outlet channel to improve fish and eel passage between Reedy Lake and the Barwon River and improve the ability to manage water levels in Hospital Swamps and reduce the risk of private land inundation following major inflow events.	Waterways	Waterway & catchment health Recreational values Aboriginal cultural values	18	-	-
Barwon Tidal Barrage Upgrade/Construction This project will replace the existing Lower Barwon Tidal Barrage Weir with a new structure and fishway on the southern bank.	Waterways Biodiversity	Waterway & catchment health Recreational values Aboriginal cultural values	37	-	-
Barwon River Waterway Rules Review This project will assist in reviewing the river rules for the Barwon River under Schedule 7 of the VOZR. In particular looking at the section at Breakwater with the planned aqueduct removal.	Waterways	Waterway & catchment health	30	-	-
Barwon Parklands Masterplan This project builds on previous works and will guide the development of a Barwon Parklands Masterplan.	Participation Waterways	Recreational values Resilient & liveable cities	686	851	-



Water	Outcome	Policy Priority Area	Proposed Investment 2021-2022 (\$,000)	Proposed Investment 2022-2023 (\$,000)	Proposed Investment 2023-2024 (\$,000)
Future Integrated Catchment Works - DELWP Funded Future Projects to Deliver on regional Integrated Catchment Works.	Waterways	Waterway & catchment health Community engagement & partnerships Aboriginal cultural values	1,044	650	650
Construction of the lower Barwon Barrage Fishway This project will construct a fishway on the southern bank of the lower Barwon Barrage.	Waterways	Waterway & catchment health	25	-	-
Woody Yaloak and Lough Calvert priority works The Woody Yaloak Diversion Scheme (WYDS) and Lough Calvert Drainage Scheme (LCDS) were built in the late 1950's in response to major floods, which resulted in prolonged periods of inundation of agricultural land around Lake Corangamite and the Loughs to the north east of Colac. Both schemes divert water from these areas to the Barwon River at Ricketts Marsh and near Inverleigh. The schemes are managed in accordance with the provisions of the <i>Water Act 1989</i> , which includes both ongoing maintenance of the schemes and operation of the schemes in accordance with agreed operational rules. While both schemes are still capable of being operated, they need significant maintenance to remain viable into the future and ensure they are compliant with current OH&S regulations. Various components (including open earthen channels, concrete control structures, pipelines, access tracks, fencing, bridges, culverts, syphons, subways, weirs and levee banks) are at, or near, the end of their economic and operational life with the majority being over 50 years old.	Waterways	Waterway and catchment health	101	-	-
Reviews and Investigations Various small projects to undertake reviews and maintenance of waterways.	Waterways	Waterway & catchment health	263	96	64
Delivering on our Statutory Functions - Floodplain Management This project delivers the CCMA's statutory responsibilities relating to Floodplain Management and Waterway Health as provided for in the <i>Water Act 1989</i> , the <i>Planning and Environment Act 1987</i> , Emergency Management Manual Victoria Part 7, Building Regulations 2018, <i>Subdivisions Act 1988</i> and CMA Statement of Obligations. The project also coordinates the CCMA response to other referrals: <ul style="list-style-type: none"> • Southern Rural Water - Take and Use, Works Licences, Annual Use Limits • DJPR - Work Plans for mines and quarries • EPA - Works Approvals 	CCMA Leadership Waterways	Waterway & catchment health Community engagement & partnerships Aboriginal cultural values Resilient & liveable cities	614	614	663

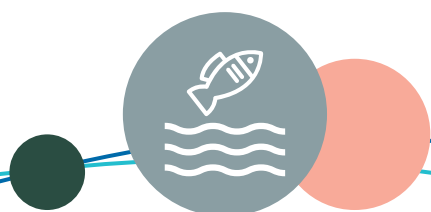
Water	Outcome	Policy Priority Area	Proposed Investment 2021-2022 (\$,000)	Proposed Investment 2022-2023 (\$,000)	Proposed Investment 2023-2024 (\$,000)
Delivering on our Statutory Functions - Estuary permits and regulation <p>This role is focused on risk management of artificial estuary openings using the EEMSS, responding to formal opening requests from Permit Holders and implementing, as per the relevant policies within the VWMS. It is also informed by the EPBC listing of Assemblages of species associated with open-coast salt-wedge estuaries of western and central Victoria ecological community. Other areas of focus for this activity include:</p> <ul style="list-style-type: none"> • Focusing on improving current management arrangements where required at the permitted estuaries through updating (Curdies River, Painkalac Creek, and Anglesea River) or developing (Barham River, Erskine River, Gellibrand River, Aire River, Thompsons Creek, and Spring Creek) MOU's or guidance notes with stakeholders • Regular coordination and consultation with stakeholders to ensure estuaries are not opened in times of high risk • Improve stakeholder and community understanding of estuary opening. 	CCMA Leadership Waterways	Climate change Waterway & catchment health Community engagement & partnerships Aboriginal cultural values	348	337	322
Delivering on our Statutory Functions - Woody Yaloak Diversion Scheme and Lough Calvert Drainage Scheme <p>The Lough Calvert Drainage Scheme protects rural properties in the lower middle and upper loughs from flooding from Lake Colac while the Woody Yaloak Diversion Scheme is part of a flood protection program for agricultural properties around the shores of Lake Corangamite and Lake Gnarpurt. This activity involves routine maintenance and administration as operational drainage and flood mitigation schemes. Specifically, this involves inspection of infrastructure, planning for and overseeing of maintenance (weed and silt control); Operation of the schemes in a time of flood; water quality and quantity monitoring; administration of the Cundare Pool Grazing licences on land managed by the CMA.</p>	Waterways	Water for agriculture	282	320	293



Water	Outcome	Policy Priority Area	Proposed Investment 2021-2022 (\$,000)	Proposed Investment 2022-2023 (\$,000)	Proposed Investment 2023-2024 (\$,000)
Delivering on our Statutory Functions - Caretaker of Waterway Health This project oversees and provides governance to the CCMA's Waterway Health program through: <ul style="list-style-type: none"> • Meeting responsibilities as the Caretaker of Waterway Health and associated responsibilities under the <i>Water Act</i> • Governance and oversight for the delivery of the CWS including strengthening of key partnerships that are enablers for planning and delivery (for example DELWP, ARI, Barwon, Wannon and Central Highlands Water, City of Greater Geelong, Eastern Maar and Wadawurrung) • Meeting responsibilities under the associated CMA Statement of Obligations • Contributing to state policy and strategy development (eg Waterway Managers Forum and Flagship Project Control Group) • Development and delivery of monitoring, evaluation and reporting processes in support of the CWS • Renewal as required through the <i>Water Act</i> of the CWS. 	Waterways CCMA Leadership Biodiversity Partnerships Participation	Climate change Waterway & catchment health Community engagement & partnerships Aboriginal cultural values Resilient and liveable cities and towns Recreational values	420	393	383
Delivering on our Statutory Functions - Barwon through Geelong The Barwon River through Geelong supports a diverse array of recreational, environmental and cultural activities. These include organised events and frequent casual use of the waterway and land for various activities. The CMA has overseen 40,000 participants in the last year at 90 different events, noting that the informal use of the river and parklands is even more significant. This significant asset within the City of Greater Geelong provides great economic benefit to the residents and visitors. The activity therefore needs to keep up with increasing demand to ensure that the assets are in good condition for the enjoyment and safety of the wider community. Therefore, this activity includes (but is not limited to): <ul style="list-style-type: none"> • The planning and management for routine maintenance (e.g. mowing, tree management, plantings, weed control) and management of built and natural facilities and landscapes • Incident management, monitoring and communications • Event scheduling and management of waterway zones and usage • Lease management (eg of rowing/canoe clubs) • Broader communication and engagement with the Barwon Rivers Users Group – including executive support • Participation in the Barwon River Parklands inter-agency working group • Oversight when funding is available of the progressive implementation of the Barwon through Geelong Management Plan • Safety works along the river including hazard removal and boat navigation and signage. 	Participation Waterways	Recreational values Resilient & liveable cities	890	901	948

Water	Outcome	Policy Priority Area	Proposed Investment 2021-2022 (\$,000)	Proposed Investment 2022-2023 (\$,000)	Proposed Investment 2023-2024 (\$,000)
Lakes and Wetlands Complex of the South West This project builds on existing Ramsar, waterways protection and citizen science programs in the Western District Lakes and surrounding catchment, with activities that will: <ul style="list-style-type: none"> • Improve the ecological character of the Western District Lakes (WDL) Ramsar site, its tributaries and surrounding lakes and, • Identify and manage drought refuges for EPBC-listed Yarra Pigmy Perch (YPP) in the Woody Yaloak River and Western District Lakes. 	Waterways Biodiversity Participation Partnerships	Climate change Waterway & catchment health Community engagement & partnerships Aboriginal cultural values	368	285	305
City to Sea - Lower Barwon River and Ramsar Wetlands This project will deliver an integrated management program for the Bellarine Landcape Zone, including: <ul style="list-style-type: none"> • Delivery of Corangamite CMA environmental water management functions for the lower Barwon wetlands; • Undertaking Ramsar site coordination, monitoring and action implementation; • Engaging landholders in river health and riparian management; • Monitoring and management of threatened fish species; and, • Supporting citizen science and community engagement. 	Waterways Biodiversity Participation Partnerships	Climate change Waterway & catchment health Community engagement & partnerships Aboriginal cultural values	749	850	803
Surf Coast and Otways Restoration This project will improve estuary and river health outcomes in the Otway Coast Basin by: <ul style="list-style-type: none"> • Supporting Traditional Owner cultural values and access to Country • Maintaining existing riparian restoration sites • Engaging with new landholders to develop waterway frontage management plans and, • Maintaining connections between community and waterway managers through support for citizen science monitoring. 	Waterways Biodiversity Participation Partnerships	Climate change Waterway & catchment health Community engagement & partnerships Aboriginal cultural values	224	330	260
River of Gold - the Yarrowee-Leigh River system This project will build on existing environmental water, waterways protection and citizen science programs to protect key economic, social and environmental values of the Yarrowee-Leigh River through: <ul style="list-style-type: none"> • Supporting Traditional Owner cultural values and access to country; • Maintaining existing riparian restoration sites; • Maintaining connections between community and waterway managers through support for citizen science monitoring; • Engaging with new landholders to develop waterway frontage management plans; • Seeking to improve environmental flows in the Yarrowee-Leigh River. 	Waterways Biodiversity Participation Partnerships	Climate change Waterway & catchment health Community engagement & partnerships Aboriginal cultural values	58	67	63

Water	Outcome	Policy Priority Area	Proposed Investment 2021-2022 (\$,000)	Proposed Investment 2022-2023 (\$,000)	Proposed Investment 2023-2024 (\$,000)
Delivering ICM for the Gellibrand This project will maintain existing activities in the Gellibrand River and estuary and develop an integrated catchment management plan for the catchment. Upon the development of the plan, the existing activities will be adapted to reflect the plan's priorities. The activities include: <ul style="list-style-type: none"> • Using best available evidence to create a catchment plan specific for the Gellibrand • Investigating opportunities to improve environmental flows in the river • Maintaining existing riparian restoration sites • Engaging landholders in waterway frontage protection within catchment plan priorities • Engaging community in citizen science activities. 	Waterways Biodiversity Participation Partnerships	Climate change Waterway & catchment health Community engagement & partnerships Aboriginal cultural values	238	243	263
Implementation of Regional Floodplain Management Strategy The CCMA has worked with its stakeholders (nine local councils, Victoria SES, Water Authorities, Committees of Management and others) to prepare a Regional Floodplain Management Strategy 2018-2028 (RFMS) which contains prioritised actions. This project involves the CCMA co-ordinating the implementation of this strategy with the stakeholders, provide technical advice associated with priority actions and lead the monitoring and evaluation process for the RFMS.	CCMA Leadership Waterways	Waterway & catchment health Community engagement & partnerships Aboriginal cultural values Resilient & liveable cities	157	179	167
The Living Moorabool Flagship Project The Living Moorabool flagship program is a large scale, place-based program with a 30-year vision defined by the community reference group of: <i>"Healthy waterways, healthy people and healthy culture"</i> . This program will be delivered through Integrated ICM practices that incorporate a diversity of stakeholders and activities. Over the life of the Living Moorabool, the project will focus on the following activities: <ul style="list-style-type: none"> • Facilitating improved coordination across activities and ensure sharing of knowledge with other key stakeholders • Planning and delivery of environmental water consistent with annual watering plans • Community engagement for environmental water • Maintenance of past riparian management investments and targeted new investments • Use of citizen science to better connect people to the river and inform management decisions. 	Waterways Biodiversity Participation Partnerships	Climate change Waterway & catchment health Community engagement & partnerships Aboriginal cultural values	464	425	485



Water	Outcome	Policy Priority Area	Proposed Investment 2021-2022 (\$,000)	Proposed Investment 2022-2023 (\$,000)	Proposed Investment 2023-2024 (\$,000)
Upper Barwon Flagship Project CCMA has identified the upper Barwon River as the focus for investment as part of our EC5 Flagship Waterway project. The project will be delivered as a large scale, long-term (30 year) integrated catchment management project, with the focus being on the collaborative planning and creation of the appropriate implementation strategies to enhance riparian management practices and improve the delivery environmental water further down the Barwon river. Therefore, the activities over the period of the project will be: <ul style="list-style-type: none"> • Planning and Governance • Planning and delivery of environmental water entitlement consistent with annual plans • Waterway health: on-ground works and community education • Community engagement for environmental water. 	Waterways Biodiversity Participation Partnerships	Climate change Waterway & catchment health Community engagement & partnerships Aboriginal cultural values	819	638	706
Enhancing Cultural and waterway amenity values in the Mid-Barwon Restoration works along the Barwon River and Leigh River and tributaries that flow in from Teesdale, Bannockburn and Shelford to Inverleigh. This is offering standard waterway incentives to Local Council and private landholders with waterway frontage for activities such as fencing, weed control, revegetation, off stream water for: <ol style="list-style-type: none"> 1. Culturally significant sites 2. Riparian Restoration 3. Amenity Values 	Waterways Biodiversity Partnerships	Waterway & catchment health Aboriginal cultural values	114	71	75
Water-Salt Balance Model: Lower Barwon The project will be overseen by the CCMA and interested stakeholder partners, such as City of Greater Geelong, DEWLP and the VEWL. Key activities will include reviewing the literature, previous technical reports and available data associated with the Lake Connewarre Wetland Complex, development of a Source model (& building on existing available) of the system. Source is industry practice for this type of modelling and a range of assessments under various hydrological scenarios will be undertaken. These may include likely water regimes in the context of riverine flooding, high rainfall/urban run-off, drought and predicted future climate change conditions.	Waterways Partnerships	Waterway & catchment health	108	54	-
Total			8,748	7,914	6,450

Land Health	Outcome	Policy Priority Area	Proposed Investment 2021-2022 (\$,000)	Proposed Investment 2022-2023 (\$,000)	Proposed Investment 2023-2024 (\$,000)
Improving On-farm Soil, Vegetation and Biodiversity for larger agricultural enterprises in the Corangamite Management Unit <p>This project builds on the experiences of the Corangamite CMA in partnership with farmers, community groups (including Landcare) and agriculture industry groups of the Corangamite region to enhance soil health and native vegetation on farms. Soil acidity has been identified as a regional soil health issue within the Corangamite region and this project will then focus on farmers within the central cropping areas of the region to adopt soil acidity management practices. While farmers within the southern dairy and cattle grazing areas of the region, will be, targeted to improve their capacity to manage dairy effluent, apply appropriate nutrient management regimes and incorporate native vegetation into farming systems. The overall approach is based upon knowledge and extension activities, supported by some financial incentive programs. Different approaches are tailored to suit different target audiences to ensure maximum engagement and participation.</p>	Waterways Planning and management Biodiversity Partnerships	Build Capability and Capacity Regional Leadership	457	458	458
Regional Landcare Coordination <p>The Regional Landcare Coordinator (RLC) program is funded by the Victorian Government's Landcare Program and supports 152 community-based environmental volunteer groups with more than 4,200 members. The Regional Landcare Coordinator (RLC) position develops and implements regional Landcare support plans, undertake capacity building with groups and networks and facilitate access to grants and other funding.</p>	Participation Biodiversity Waterways Land Management	Waterway & catchment health Community engagement & partnerships Water for agriculture	228	170	153
Victorian Landcare Grants in Corangamite <p>Grants which are an annual grant funding for on-ground projects and group/network start-up, maintenance and support. The grants are currently delivered by the Catchment Management Authorities across the state.</p>	Participation Biodiversity Waterways Land Management	Waterway & catchment health Community engagement & partnerships	254	254	254



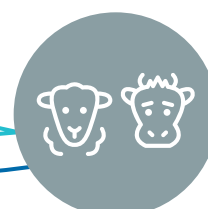
Land Health	Outcome	Policy Priority Area	Proposed Investment 2021-2022 (\$,000)	Proposed Investment 2022-2023 (\$,000)	Proposed Investment 2023-2024 (\$,000)
<p>Small blocks, big dreams: Engaging peri-urban landholders in best practice integrated catchment management</p> <p>This project will engage new peri-urban landholders in catchment management and empower them to adopt environmental best practices through a tailored farm planning program. The project will target smaller properties with intensive land uses, specifically:</p> <ul style="list-style-type: none"> • artisan producers, • lifestyle farmers and • animal husbandry. <p>Most of these land uses are located near priority waterways, special water supply areas and/or adjacent to or upstream of Ramsar wetlands.</p> <p>This project aims to increase landholder skills, knowledge and confidence in natural resource management and support landholders to implement practice change including pest plant and animal control, soil health and native vegetation improvements. It aims to develop landholders into 'catchment stewards' who can act as mentors for their neighbors and the local community.</p>	Waterways Biodiversity Participation Partnerships	Climate change Waterway & catchment health Community engagement & partnerships Aboriginal cultural values Resilient & liveable cities	438	357	640
<p>Protecting the Victorian Volcanic Plains</p> <p>This project will be delivered on a landscape scale, using established partnerships and knowledge to deliver, across public and private land, improved land management practices across the Victorian Volcanic Plain (VVP) within the Corangamite Management Unit. Community awareness programs will also be delivered to increase the knowledge of the community to increase the capacity of land managers to undertake and maintain works as well as to engage with Traditional Owners. The project will also support the management training of various land managers associated with the VVP's linear reserves, provide incentives to directly target specific onground works that enhance nationally threatened ecological communities on private land and deliver on specific actions that address EPBC listed species requirements on the VVP.</p>	CCMA Leadership Partnerships Biodiversity Waterways Land Management	Waterway & catchment health Community engagement & partnerships Aboriginal cultural values Water for agriculture	992	992	992
Total			2,369	2,160	2,426



Community Participation	Outcome	Policy Priority Area	Proposed Investment 2020-2021 (\$,000)	Proposed Investment 2021-2022 (\$,000)	Proposed Investment 2022-2023 (\$,000)
Wadawurrung Partnership Working with project managers and the broader organisation to improve Aboriginal awareness and participation. With a focus on engaging and building strong relationships with Traditional Owners and Aboriginal communities, this position will support the integration of Traditional Owner and Aboriginal Community Caring for Country aspirations in the planning and delivery of projects.	Partnerships	Community engagement & partnerships Aboriginal cultural values	71	73	75
Working For Victoria - Youth Employment Program This project funds 8 graduate positions across the Corangamite CMA for a period of 12 months through the Working for Victoria Youth Employment Funds. The Working for Victoria (WV) Fund has been established to provide jobs for unemployed Victorians, including those impacted by coronavirus (COVID-19). The WV Public Sector Youth Employment Program (YEP) has been developed in partnership with the Community and Public Sector Union (CPSU) and is one of our major employment initiatives. Through it the VPS will provide paid employment for young people that will provide them work experience and training that will help them find ongoing employment in other roles.	Waterways Community benefits Biodiversity Partnerships Participation and investment	Working for Victoria	225	-	-
Barwon River amenity mapping and Traditional Owner engagement for Regional Catchment Strategy This project delivers on the following two tasks funded by DELWP as input to the Regional Catchment Strategy: <ul style="list-style-type: none"> • Undertake mapping of waterway amenity in the Barwon River Parklands region; and, • Engagement with Traditional Owners to ensure their values and culture are embedded in Barwon River waterway planning and management within the RCS. Both of the above tasks deliver on likely actions to be identified in the soon to be released Rivers of the Barwon Action Plan being prepared in response to recommendations from the Barwon River Ministerial Advisory Committee. The Regional Catchment Strategy provides the opportunity for DELWP and the Corangamite CMA to deliver on these actions.	Planning and Management	Resilient & liveable cities	65	-	-
State-wide Waterway Citizen Science This project will support the ten CMA regions in developing and delivering diverse citizen science opportunities for their communities to connect with, learn about and care for Victoria's waterways. It builds on the successful community monitoring and engagement undertaken through the Victorian Waterwatch and EstuaryWatch programs over the last 27 and 13 years respectively, which have fostered environmental stewardship and informed waterway management decisions. This project will also broaden the citizen science opportunities available to community to help generate new data, drive innovation and connect more community members to their waterway. The project will fund the Statewide Citizen Science Facilitator to: <ul style="list-style-type: none"> • Coordinate state level planning, monitoring, evaluation and reporting processes • Support the regional delivery of citizen science • Develop and maintain statewide communications and media • Promote and instil state level policy directions for citizen science through program delivery and regional projects. 	Participation Waterways	Waterway & catchment health Community engagement & partnerships Aboriginal cultural values	326	299	305

Community Participation	Outcome	Policy Priority Area	Proposed Investment 2020-2021 (\$,000)	Proposed Investment 2021-2022 (\$,000)	Proposed Investment 2022-2023 (\$,000)
Enhancing Regional and Local Partnerships Enhancing regional and local partnerships will deliver engaged communities, strong partnerships and support Traditional Owner involvement in natural resource management (NRM) projects and programs in the Corangamite catchment management area. The project will build on the <i>Our Catchment Our Communities</i> work and learnings to support the: <ul style="list-style-type: none"> Continuation and strengthening of the Corangamite Catchment Partnership Agreement Corangamite Community Engagement Network (a group of diverse community members skilled in delivering community input into NRM planning and projects) Contribution to state-wide initiatives to support the development and promotion of <i>Our Catchments Our communities</i> Formalisation and strengthening of partnerships with the Traditional Owners of the Corangamite Region. 	Participation Partnerships	Community engagement & Partnerships Improving performance and demonstrating outcomes	81	88	83
Water Quality Monitoring of the Barwon Estuary – BEMPP Phase 2 The Funding is to implement BEMPP Phase 2 with the following objectives: <ul style="list-style-type: none"> Investigate water quality in the Barwon River estuary and assess against State Environment Protection Policy (Waters) objectives to support decision-making for managing the health of recreational water users Increase understanding of the sources of stormwater pollution in the Barwon River estuary Promote community awareness of safe water-based recreation and the sources of threats to public health through recreational contact with waters of the Barwon estuary Promote community awareness of stormwater and recreational water quality roles and responsibilities Communicate and report project findings to community and agencies. 	Participation Partnerships	Community engagement & Partnerships Improving performance and demonstrating outcomes	50	-	-
Total			818	460	463

Biodiversity	Outcome	Policy Priority Area	Proposed Investment 2021-2022 (\$,000)	Proposed Investment 2022-2023 (\$,000)	Proposed Investment 2023-2024 (\$,000)
National Landcare Program Core Services Provides Core Engagement, Communication, Planning and Regional Agricultural Landcare Facilitator support to the broader National Landcare Program.	Waterways Biodiversity Participation Partnerships Land Management CCMA Leadership	Climate change Waterway & catchment health Community engagement & partnerships Aboriginal cultural values	414	431	431
Connecting Landscapes to Biodiversity on the VVP This project will build on the past work, experience, partnerships and knowledge to deliver services to control pest animals, remove pest weeds and improve land management practices, across public and private land within 75% of Area Five's 4 Target areas across the Victorian Volcanic Plain (VVP). The services delivered over a three year project include: support awareness, engagement and capacity activities (not funded through the BRP program), deliver on-ground outputs on a larger scale across the three project sites through a market based instrument (MBI) program, provide incentives to directly target specific onground works that may not be addressed through a MBI.	Partnerships Biodiversity	Waterway & catchment health	245	-	-
Protecting Priority Threatened Species of the Corangamite Coast The Corangamite CMA has actively lead the delivery of a coastal program funded by the Australian Government that has included management for threatened species since 2008. This Project will build on the past work, experience, partnerships and knowledge to improve Orange-bellied Parrot habitat, across public and private land. The project will create opportunities to collaborate with BirdLife Australia and DELWP to deliver citizen science opportunities including continued delivery of the annual winter population monitoring delivered by community volunteers; deliver on-ground outputs on a larger scale across the Ramsar site through a grants process; provide incentives to directly target specific onground works on private land through a grants process and; incorporate Orange-bellied Parrot habitat requirements in current regional estuary mouth opening decision frameworks.	Waterways Planning and management Biodiversity Partnerships	Waterway & catchment health Community engagement & partnerships Water for agriculture Aboriginal cultural values	476	505	505



Biodiversity	Outcome	Policy Priority Area	Proposed Investment 2021-2022 (\$,000)	Proposed Investment 2022-2023 (\$,000)	Proposed Investment 2023-2024 (\$,000)
Port Phillip Bellarine – Ramsar Site Management Ramsar site coordination – overseeing and coordinating the implementation of actions on the PPB (WS) & BP Ramsar site with a broad range of stakeholders including Parks Victoria, Government Agencies, Local Government, Traditional Owners, and Trust For Nature.	Waterways CCMA Leadership Biodiversity Partnerships	Climate change Waterway & catchment health Community engagement & partnerships Aboriginal cultural values	12	-	-
The Australian Government's Wild Otways Initiative Australian Government election commitment towards threatened species management in the Jan Juc/Bells Beach, Otways and Great Ocean Road.	Community benefits Biodiversity	Community engagement & partnerships	2,290	1,975	-
Dunecare – Protecting Sand Dunes on Victoria's Iconic Surf Coast, Bellarine Peninsula and Great Ocean Road Australian Government election commitment. The Initiative is to focus on conserving coastal sand dune native flora and fauna habitat at risk of erosion from the Bellarine Peninsula to Marengo, including areas managed by organisations including Bellarine Bayside Coastal Management, Queenscliffe Borough Council, Barwon Coast Committee of Management, City of Greater Geelong, Surf Coast Shire, Parks Victoria, Barwon Water, the Great Ocean Road Coast and Parks Authority, and Otway Coast Committee of Management.	Community benefits Biodiversity	Community engagement & partnerships	502	510	-
Total			3,940	3,421	936

The Wild Otways initiative is a \$6m investment to improve conservation outcomes in the Otways region



The key business initiatives that will be undertaken and funded by the Corangamite CMA to support the achievement of its outcomes are shown below:

Business Initiatives	Description	Benefits	Amount
Customer Relationship Management System (CRM)	Implementation of a CRM that will assist in managing contacts and managing communication with the public and other agencies. We will seek to leverage where possible off the implementation of D365 Operations and Finance Project.	Improved engagement administration and management and customer service.	30
NRM Planning Portal Improvements	Continuation of an agreement between CERDI/CMA to further develop our Portals.	Increased community involvement in planning activities in the region.	70
Support key objectives of the CMA Corporate Plan including: <ul style="list-style-type: none"> Support regional partners in planning and action on mitigating impacts of climate change Pursue funding and resources from a broad range of sources (traditional and new) 	Seed funding to Support 1 FTE of Manager Investigations and Program Development.	Assist in the implementation of the Board's Business Growth Plan Committee recommendations. Develop and implement a strategic action plan for the CMAs portals. Develop new initiatives for climate change adaption.	150
Implement project management software	To scope the use of Enquire as a possible Project Management System including costs and expected uses. Identified as an area of opportunity in the Project Management Internal Audit. Outcomes of review would feed into future investment into project management software.	Enquire is a web-based software application used as a platform for project, contract and grant management, as well as reporting and planning. As it is an integrated software it will create significant efficiencies in the planning, management and reporting (including QA) of our projects whereas current systems are not integrated.	5
Developing strong Landholder Management Plans	Scoping of a new system for developing Landholder Management Plans. Currently staff are using Ensym but this does not seem viable going forwards as it is no longer being maintained and updated.	Keep existing level of quality of Management Plans that incorporate strong data methodology.	10
Water Balance model for Lower Barwon to enable joint operating rules to be designed and adapted between COGG and CMA	Model can test different flow scenario's on and builds on existing Sparrovale model COGG have commissioned. The model can be updated as we learn more about the system and operating rules can be adapted accordingly. This would be a joint project between Estuary and environmental Water, Floodplain, Water Infrastructure Teams and COGG.	Evidence based joint operating rules. Clear demonstration of partnership approach. Mitigate risks to neighbouring lands and ensure working within Barwon River Rules. Transparency in decision making with the community.	10

Business Initiatives	Description	Benefits	Amount
Investigation and trial of the most cost effective method for bird monitoring to inform drawdown of water at Reedy Lake and Hospital Swamps.	<p>Significant numbers of the endangered Australasian Bittern have been sighted at the lower Barwon wetlands. In line with our statutory role in managing the EWR on behalf of the VEW, annual pre-draw down monitoring of breeding birds is required to inform the timing and rate of water level draw down at Reedy Lake and Hospital Swamps. For example, monitoring may recommend a delay in draw down to allow fledging. This will assist in the recovery of this species, but still achieve the ecological objectives of a summer drawdown.</p> <p>This initiative will investigate the most cost effective approach to undertaking annual pre draw down bird monitoring, and undertake a trial of the approach over summer 2021/22.</p>	<p>Identify the best value for money monitoring approach for future years.</p> <p>The trial will provide the data to inform the draw down of Reedy Lake and Hospital Swamps over summer 2021/22.</p> <p>Pre draw down bird monitoring was recommended in the 2020 Lower Barwon Review (prepared in consultation with the community), and bird monitoring was undertaken to inform drawdown over summer 2020/21, it will be very important to proceed with this recommendation to build confidence in the management approach and maintain community/ stakeholder trust.</p>	15
Floodplain Management Efficiency Initiatives	To support new initiatives to support ongoing efficiencies in the delivery of floodplain services.	Floodplain management is a large area of growth in services over the last few years and resourcing constraints will continue. The funding will seek to support the Floodplain team to manage workload on an ongoing basis and support the CMA to meet its statutory obligations in a more sustainable way.	100
Purchase and Implementation of Smarty Grants software	Purchase and implementation of Smarty Grants software to manage the Community Grants process.	Smarty Grants provides a professional grant application system to allow publication of the grants online and for Community members to submit applications online. Efficiencies are then gained from managing the applications within the system.	10
Total			430



Further activities that are planned to support the performance of the Corangamite CMA include:

- Implementation of the new Regional Catchment Strategy following extensive community and interagency consultation in 20/21.
- Continued focus on key risks to staff health and well-being, with particular focus on mental health and well-being.
- Continued focus on implementing our purchasing and procurement policy, including our Social Procurement Strategy to increase the value of purchasing from local businesses, disabled community members and Traditional Owners.
- Continue to move towards carbon neutrality and reducing the impact of our operations on the environment. This will include the ongoing work of a staff working group that will identify and drive new initiatives.
- Implementation of a Technology Fund to invest in new technologies and data services to monitor, measure and report on our Catchment Health.
- Increasing the Corangamite CMA's social media and community event presence to enhance its engagement activities. We will take the lessons learned from life under COVID-19 for virtual communications and engagement where these add value.
- Enhancing participation and engagement through increased communications through local newspapers of the region.
- Taking learnings from working in the COVID-19 environment to improve administrative processes, engagement processes and program delivery.
- Developing and enhancing our IT infrastructure, information and reporting systems to support quality environmental outcomes and business effectiveness, through the provision of useful, accessible and timely information and an increase in administration efficiency. This includes, but is not limited to, the Knowledge Base and Natural Resource Management portal.
- Improving reporting through the implementation of Microsoft Power BI.
- Development of our website to provide easily accessible and useful information for communities of our region.
- Develop Native vegetation management practices, including revegetation and seed supply, in line with state and national standards.

- Continuation of the organisational cultural development program.
- Developing our staff through structured training programs including targeted group and individual learning plans as well as online compliance training.
- Seeking efficiencies and improved services through evaluating current processes, exploring shared service arrangements, systems roadmap implementation and other quality improvement activities.

2.3 OUTCOME INDICATORS, MEASURES AND STANDARD OUTPUTS

Measuring our performance against the Corporate Plan: Outcome indicators and standard outputs.

The table (page 34) outlines the key indicators that we will use to monitor and report on the achievement of outcomes.

The table recognises the longer-term nature of the outcomes we are aiming to achieve through the four-year indicators and the standard outputs that are reported annually that contribute to the achievement of the outcome indicator.

The indicators incorporate the outcome indicators aligned to the Minister for Water's priority areas as set out in the Letter of Expectations to CMAs.



Continued focus on
key risks to staff
health and with focus on
mental health
and **well-being**

Outcomes	4 Year Outcome Indicator	Standard Outputs
Healthy resilient and biodiverse environment	Increasing area (ha) of land managed for conservation	Assessment
	Increase condition and extent of native habitats	Management agreement
	Reduction in threats to priority flora and fauna	Fire and grazing regime Pest and weed control Fencing Revegetation Engagement events
Improved waterway health	Improved health of priority waterways and their catchments	Approval advice
	Increasing opportunities for Traditional Owner and Aboriginal communities to be respectfully engaged in waterway programs	Earthworks
	Number of engagement processes with community or stakeholders that identified and considered recreational values of waterways	Assessment
	Evidence that recreational values were considered in waterway health and environmental water planning and management	Management agreement
	Participating in the development and implementation of integrated water management plans, particularly through prioritising measures to enhance urban waterway values	Fence
	Evidence of improvements to information sources (e.g. online)	Grazing regimes
	Develop and coordinate the implementation of your new regional catchment strategy according to legislative changes and new guidelines established by the Victorian Catchment Management Council	Pest animal / plant control
	Deliver integrated catchment management in line with Water for Victoria and building on the legacy of Our Catchments, Our Communities, for better catchment stewardship with strengthened performance across environmental, social and economic outcomes	Vegetation
Sustainable land management	Increasing number of land managers participating in sustainable land and water management practices	Water storage
	Providing flexibility for agriculture to continue to adapt to change and help the sector do more with less water	Engagement event
	Demonstrated active partnerships in delivering integrated land management projects	Plan / Strategy
Partnerships are effective, diverse and delivering shared outcomes	90% of stakeholders rating overall satisfaction with the Corangamite CMA at "Satisfactory" or better	Publication
	Healthy communities and supporting resilient environments	Partnership
	Report on Catchment Partnership Agreements for your region in accordance with the Framework for Catchment Partnership Agreements	
	Collaborating with water corporations and local government, including participation in Integrated Water Management Forums, to help facilitate integrated water management, with a focus on enhancing public open spaces (such as waterway corridors)	
	Evidence of collaboration with other organisations or agencies to support recreational values, such as sharing of information on recreational value planning or management with other organisations, partnerships with other organisations or agencies in site-based or regional projects, and/or amounts of co-investment with other organisations	

Outcomes	4 Year Outcome Indicator	Standard Outputs
Increased breadth and depth of participation	Continue to build extensive, effective and consistent approaches to community engagement and partnerships in regional planning and implementation	Plan / Strategy Engagement events Partnerships Publication
	Increase in community participation in natural resource management educational and behavioural change events supported by or coordinated by the Corangamite CMA	
	Work collaboratively with organisations and communities to strengthen engagement approaches and capacity	
	Commit to working collectively via Vic Catchments membership to strengthen collaboration and performance in the catchment management sector in Victoria	
	Number of effective engagements and partnerships with Traditional Owners in water planning and management that have led to improved outcomes for Aboriginal communities	
Increased resilience and adaptation of natural assets to climate change	Progress on climate change adaptation initiatives outlined in climate change and catchment strategies	Not applicable*
	Explore opportunities to sequester carbon and generate carbon offsets	Not applicable*
The Corangamite CMA is a respected and trusted regional leader in catchment health and management	Fulfill statutory obligations for floodplain management, estuaries, drainage schemes and environmental water	Approval advice Plan / Strategy Monitoring structure Information Management System
	Improving diversity and inclusion	Not applicable*
	Improving performance and demonstrated results against outcomes	All Standard Outputs
	Developing strategies and goals that will increase cultural diversity in the workforce and gender equity in executive leadership and throughout the organisation	Not applicable*
	Encouraging staff participation in the Victorian Public Sector Commission "People Matter Survey"	Not applicable*
	Collaborate with DELWP to improve reporting systems and processes	Not applicable*
	Demonstrate outcomes of government investment into waterways and catchment health	Not applicable*
	Deliver efficiency through shared services, smarter procurement and lower-cost technology	Not applicable*
	Increase in the information available and its timely delivery to partners, community and investors	Not applicable*

*Note that nonstandard outputs will track performance in this area.



03. future challenges and opportunities

Challenges likely to be encountered in the Corporate Plan present opportunities that can be grasped.

3.1 COVID-19: LEARNINGS, ACTIONS AND MANAGING ONGOING PANDEMIC

The impact of COVID-19 has created an unprecedented challenge to the community and to the Corangamite CMA as we have sought to keep our staff and community safe, comply with restrictions whilst continuing with the important program work we do. We continue to manage our response in line with our COVIDSafe plan and continue to follow direction and advice from the Victorian Government and the Victorian Chief Medical Officer.

Learnings

As identified by our Board and Staff there have been a number of key learnings from COVID-19. These include:

- COVID-19 has provided the opportunity to maximise how we work with our partners through a combination of digital and face to face meetings and collaborations.
- The work-place does not always have to be the office. Greater flexibility can benefit both the organisation and staff. Alternatively working from home can reduce collaboration, create a loss of interpersonal learnings and lead to disconnection. However a balance is desirable.
- Engagement does not always need to be face to face; there are efficiencies and benefits with using on-line methods.
- A lack of face-to-face engagement does have its negatives such as reduced ability to build relationships and difficulties connecting with those who are not strong technology users or who feel increasingly 'bombarded' with technology. It is progressively more difficult to engage the larger the group.
- Working for Victoria and the Youth Employment Program have provided good examples of how opportunities for NRM in our region can be created from an unprecedented challenge.
- COVID-19 has created in many a greater appreciation of outdoor spaces.
- There can be environmental benefits to be harvested such as reduced travel and less printing.
- COVID-19 has placed a greater emphasis and focus on mental health. The impact has been both positive (more worklife balance and time with family, development of social work channels) and negative (isolation, decreased boundary between work and homelife).

- Government trends for investment continues towards reducing core services but with additional opportunities for one-off investment.
- Online methods of engagement with investors are limited where relationships need to continue to be developed and outcomes demonstrated.
- We have been relatively successful in delivering on our project outputs through a mixture of adapting programs/delivery and due to the strength of our relationships with existing land managers and other partners.

Actions

The actions that derive from the above learnings include:

- Maximise how we work with our partners through a combination of digital communication and face to face.
- Develop project ready ideas and establish relationships with other organisations that can expedite a project concept rapidly when needed.
- Seek more productive and flexible working arrangements that support work life balance while maintaining the benefits of face to face office contact and frontline services.
- Continue to develop improved online methods of storing, processing, accessing and disseminating information.
- Seek to further improve office efficiencies, services and knowledge distribution by investment in systems and technologies.
- Reduce our environmental footprint through reduced travel and paper use.
- Utilise our return to physical workplaces to re-energise cross-function initiatives and program delivery.
- Review our online engagement tools and our online delivery to make them more effective.
- Provide guidance to staff on the use of online vs face to face engagement.

Managing our ongoing COVID-19 response

The management of our ongoing COVID-19 response will be governed and managed in accordance with Government directives and advice and the implementation of our COVID Safe plan. We have the technology infrastructure in place to work from home where required and engage online with our partners and community. Technology such as Microsoft Teams allow us to maintain regular contact with our staff, community, contractors and other agencies. To date we have been able to successfully run Board and Committee meetings remotely. A tightening of restrictions would impact some activities involving community engagement and on-ground activities. Where activities require close physical proximity and alternative methods are not available, we may postpone those activities and advise our investors of any impacts.

We can adapt to differing community restrictions in relation to our management of the Barwon through Geelong parklands.

Management of staff health and well-being will be supported by the creation and signoff of new position Safe Work Method Statements that incorporate, amongst other risks, the new risks posed by COVID-19.

Over the period of COVID-19 we will continue to monitor staff well-being including:

- Ensuring all staff have the correct working from home office setup and have a Working from Home Safe Work Method Statement completed.
- Regular check-ins by managers with staff.
- Establishment of the virtual staff chat site and virtual morning teas.
- Weekly virtual CEO catchups.
- Undertaking staff survey regarding the Corangamite CMA response to COVID-19 including how we can continue to support staff.
- Regular communication to staff from the CEO, including reminders around hygiene and also discussing mental health including support available (e.g. Employee Assistance Program).

The Corangamite CMA is a respected and trusted regional leader in catchment health and management



3.2 MAJOR BUSINESS RISKS, CHALLENGES & OPPORTUNITIES

It has been and continues to be a very challenging period globally in which there are numerous externalities including COVID-19, the impacts of climate change and extreme events such as floods, drought and bushfire. The ongoing impacts of these events to biodiversity and the economy will be felt in our region. Within our region we are experiencing significant changes to both its population and its demographics bringing with it challenges on our lands and waters. The Corangamite CMA has an important role to play in supporting the region to meet these challenges.

A number of key challenges have been identified as outlined below, however those challenges can also present opportunities.

Challenges	Opportunities
Funding models and arrangements are constantly changing	<p>Access funding aimed at building regional economies that could also address environmental outcomes such as job programs supporting NRM works, infrastructure projects targeting eco-tourism, waste recycling, drought resilience.</p> <p>Seek improved understanding of needs of industry groups, farmers and investors to create mutually beneficial projects that support their needs and attract new funding.</p> <p>There has been a trend in government investment reducing for core services but with sudden opportunities for one off investment. Develop "shelf" ready projects and partnerships based on NRM Planning Portal, community input, landcare input and staff knowledge of region. This will allow the CMA to respond quickly to funding opportunities.</p> <p>Review and update Joint Action Plans with the Water Corporations with forward planning on joint projects and project ready ideas.</p> <p>Seek alternative investment opportunities via the Business Growth Plan Committee and the works program of the Investigations and Program Development Manager.</p> <p>Target funding for high priority actions from the Regional Catchment Strategy.</p> <p>Develop our programs in a place-based approach to seek leveraging of program/project funding we receive to bolster outcomes.</p> <p>Development of an environmental accounting framework for the CMA.</p> <p>Building investor confidence through effective and efficient delivery, effective MERI, excellent business practices and an excellent organisational culture and reputation will help to secure investment for the region.</p> <p>Increase training for staff in engagement, project management and project evaluation.</p> <p>Develop and maintain an online investment register that can be mapped and added to NRMP to enhance investment opportunities and understand where areas of overlap / gaps exist.</p> <p>Target future funding based on spatial awareness of previous investment.</p> <p>Use of Prospectus as per Regional Catchment Strategy.</p> <p>Continue to develop strong relationships with government at all levels.</p>



Challenges	Opportunities
Climate change will impact on our natural assets and will change land use practices and how water is managed	<p>Increase the CCMA's visibility in its activities around climate change through:</p> <ul style="list-style-type: none"> • Development and promotion of climate change adaptation stories. • Improved visibility on our website of our role in climate change resilience and resources for the community. <p>Strong focus on climate change adaptation as part of the implementation of the new Regional Catchment Strategy.</p> <p>Work closely with other agencies to co-ordinate our climate change activities to improve outcomes.</p> <p>Establish and clarify our role in supporting the region in adapting to climate change.</p> <p>Embed new approaches and new ways of thinking for the next Regional Catchment Strategy to plan and deliver sustainable environmental and natural resource management in the face of a changing climate.</p> <p>Consider and factor in climate change into planning of applicable projects and strategies.</p> <p>Explore role and opportunities in blue carbon, carbon storage and carbon offsets.</p> <p>Seek improved understanding of needs of corporations, farmers and investors in climate change to create mutually beneficial projects that support their needs and attract new funding.</p> <p>Develop and implement a Carbon Neutrality Plan for the Corangamite CMA's operations. This will be implemented by the actions of the CMA Sustainability Team and, initiatives and assets investment.</p> <p>Implement actions from the Corangamite NRM Plan for Climate Change.</p> <p>Implement TURFLOW software to support climate change modelling around coastal inundation.</p> <p>Support landholders with a property / farm planning to:</p> <ul style="list-style-type: none"> • Increase landholder and Corangamite CMA understanding of natural assets on farms • Plan for potential impacts from climate change • Obtain information on what practice change / actions / potential issues and projects landholders are wanting to work on. <p>Ensure all NRM projects do not negatively impact on regional biodiversity values and do incorporate biodiversity values into their design.</p>
Extreme events, drought and bushfires will impact on the region's biodiversity, catchment health and the community	<p>Promote the Corangamite CMA's role in supporting drought resilience and bushfire recovery and seek opportunities to collaborate and support other groups and agencies.</p> <p>Improve communication around the importance of floodplain management. Flood is still the most expensive natural disaster in Australia in terms of annual average damages and the risks posed to Local Government Areas.</p> <p>Review and develop resources to support land managers protect and increase the resilience of their natural assets to bushfire.</p> <p>Use Geospatial Services (such as GeoSciences Australia) to improve monitoring and assessment of our Catchment Condition.</p>



Challenges	Opportunities
Environmental protection and natural resource management face significant competition for the time and attention of the community. The Corangamite CMA is not always visible in its activities	<p>Increase employee skills in communication / extension via social media, for example short video production, podcasts, webinars, video conferencing, video workshops.</p> <p>Review and develop our website to provide an accessible and useful source of information and way to access services and knowledge.</p> <p>Develop an "education" engagement plan to support the raising of awareness.</p> <p>Review our engagement models, methods and programs to be more focused on needs and requirements of the different regions and segments (corporation-owned farms, small farms, peri-urban) and tailor accordingly.</p> <p>Recognise and adapt to changing influences on land stewardship attitudes and behaviour. Growth in interest in and consumer demand for sustainable and regenerative agriculture will drive more trials and investment. Promote land stewardship as a key message, encouraging communities to continue to take ownership and invest in NRM activities on their own land or in the local community.</p> <p>Seek to foster place-based communities of practice.</p> <p>Communicate our programs at a place-based level.</p> <p>Alter our communication methods to regional communities to incorporate local newspaper communications.</p> <p>Engage the Community Engagement Network to obtain feedback from the community and to exchange information.</p> <p>Undertake community forums around key issues in parts of Corangamite region.</p> <p>Continue to develop positive relationships with traditional owner groups.</p> <p>Continue to improve our cultural competency through training and exchange of knowledge with Traditional Owners.</p> <p>Develop good relationships with Great Ocean Road Coast and Parks Authority especially in relation to estuaries and waterways to support strong outcomes in this region.</p> <p>Leverage off partner consultation processes within the region to raise awareness and positively impact on strategies and plans.</p>
Communication, data management and knowledge management are dependent on technologies that are changing rapidly	<p>New technologies will provide new ways to collect and share data and knowledge and to communicate and connect.</p> <p>Post COVID-19 continue to utilise virtual communication and engagement platforms to increase engagement.</p> <p>Improve monitoring data and points of collection.</p> <p>Establish a technology fund to support advances in technological approaches to NRM management.</p> <p>Increase partnerships with universities and telecommunications companies to develop regional knowledge, and leverage technology advances and infrastructure.</p> <p>Create efficiencies in decision making and, monitoring costs and quality through data analytics and improved reporting utilising Microsoft Power BI.</p> <p>Build relationships with partners and other agencies to develop information sharing processes / agreements.</p> <p>Implement changes from CMA's updated system roadmap.</p> <p>Continue to develop our knowledge base and planning portals through the development of a Portal Strategy and our continued partnership with CeRDI.</p> <p>Build relationships with partners and other agencies and develop information sharing processes / agreements to better leverage data in the region.</p> <p>Leverage the increase in user acceptance of both capturing and disseminating information such as:</p> <ul style="list-style-type: none"> • Access to and use of online mapping such as NRM Portal and other related technologies to provide access to information • Leverage off current online RCS approach to continue to inform our stakeholders.

Challenges	Opportunities
The need for effective and rapid action to protect and manage catchment health, where complexity is the norm and engagement can be challenging, the rate of change is rapid and resources (people and money) are limited can place considerable pressure on staff	<p>Developing the right organisational culture and systems, technologies to support that will enable the Corangamite CMA to achieve its goals.</p> <p>Developing and training staff in the technical and personal skills that they need to succeed is critical.</p> <p>Continue to provide OHS focus on key risk areas including mental health and well-being</p> <p>Enable the communities of the Corangamite region to take action through the provision of funding, resources and knowledge to increase stewardship of the region.</p> <p>Review and where appropriate develop fee for service in the areas of floodplain management services and event management.</p>
Water availability is becoming scarce resulting in increasing competition for use and pollution issues	<p>Continue to seek investment using FLOWS studies to quantify water recovery.</p> <p>Contribute to the development of policy (e.g. the amount delivered to environmental water).</p> <p>Seek additional allocations of environmental water through the Victorian Government Sustainable Water Strategy.</p> <p>Increasing community awareness of issues provides the region with a voice.</p> <p>Work with community to identify issues and seek funding to support addressing concerns.</p> <p>Partner with Traditional Owners. This may include:</p> <ul style="list-style-type: none"> • Identify synergies for delivering outcomes • Incorporate TO knowledge and methods into programs • Share resources • Advocate for each other <p>Utilise technology to improve monitoring and lower cost.</p> <p>Consider and plan for temporary transfers.</p> <p>Utilise the new Regional Catchment Strategy to support drivers of change.</p> <p>Develop estuary strategy agreed with partners.</p> <p>Act as a conduit for information between government and the community.</p> <p>Seek resources to support monitoring activities.</p> <p>Continued involvement in Integrated Waterway Monitoring, Long-Term Water Resources Assessment and Sustainable Water Strategy to support environmental flows and associated ecological, social and economic outcomes.</p>
Changes in the region's demographics, including increasing populations in regional centres, growth in peri-urban areas, an aging farmer population, and changing farming enterprises	<p>An increasing population provides the opportunity to reach more people to be actively involved in environmental and natural resource management.</p> <p>Adjusting our programs for the changing demographics. Reflect these changes in our Communications and Engagement Plan.</p> <p>Harness volunteerism from an aging population.</p> <p>Increase partnerships with regional councils to partner for solutions to regional issues.</p> <p>Work with DELWP, local government and agencies to support the implementation of the recommendations of the Barwon Ministerial Advisory Committee.</p> <p>Implement OCOC 'small blocks, large dreams' project which focuses on peri-urban landmanagers.</p> <p>Seek resources in statutory functions to ensure we can enhance healthy and productive lands and waters in the region in a period of significant demographic change.</p> <p>Showcase examples of land management best practice in the region.</p>
Significant adverse events could detract from the Corangamite CMA's performance or reputation (e.g. serious injury to staff or a member of the public, failure of ICT systems, fraud, corruption or governance failure)	<p>Continue to review and mature effective risk management systems and processes.</p> <p>Implement and annually review progress of Systems Roadmap.</p> <p>Continue to train staff in OH&S, fraud prevention, cyber security and risk management.</p> <p>Continue OH&S focus on key risk areas including mental health and well-being.</p> <p>Review risk management framework in line with the changes to the Victorian Government Risk Management Framework.</p> <p>Review procurement strategy and policies in line with Victorian Government Purchasing Board expansion project.</p>

The Corangamite CMA is committed to effective and efficient management of risks. The 2018-19 year represented the first year that the Corangamite CMA Board endorsed a Risk Appetite Statement. The Risk Appetite Statement ensures a clear communication to staff on its appetite for risk and assists staff in managing risk in their day to day roles. It recognises the risk profile of the organisation and assists in focusing on the key risks.

As part of an annual risk review the Board identified a number of significant business risks that require focused attention.

These risks fall into the following groups:

- Health and safety of staff and contractors
- Health and safety of visitors and users of assets owned or managed by the Corangamite CMA
- Funding and financial management
- Governance
- Organisational capability and reputation
- Community and Partner Engagement
- Systems and process, including information and communication technologies
- Cybersecurity
- Cultural Competency
- Environmental and other external factors.

3.3 RISK MANAGEMENT STRATEGIES

The Corangamite CMA seeks to have a Risk Management Framework in place that will effectively identify and manage material risk across the organisation. The Framework sets the requirements and responsibilities for staff and emphasises that the management of risk and risk reporting is everyone's responsibility and have appropriate controls in place. In August 2018 the Corangamite CMA implemented its Board-approved Risk Appetite Statement which outlines:

The Corangamite CMA must take an appropriate level of risk in pursuit of our regional vision and to be the recognised and respected leader in waterway and catchment management whilst maintaining our values, the safety and well-being of our people, volunteers and visitors, and our long-term standing as a trusted partner.

The Risk Management Framework includes the development of a risk register to capture risks that are deemed significant for the Authority. The register outlines the controls and treatment plans that assist in managing such risk to an acceptable level.

The top 6 risks identified by the Corangamite CMA are:

1. Recognise the challenges presented during COVID-19.
2. Preventing physical or mental injury to staff, contractors and volunteers.
3. Engaging and planning for climate change.
4. Ability to win the attention of the region's community and remain visible.
5. Developing and maintaining a regional leadership role by positive leadership actions, increasing role clarity and developing community trust
6. Ability to work effectively and collaboratively with other agencies/partners

The Authority undertakes regular internal risk reviews as well as independent reviews of the risk framework and controls. In addition to the Risk Register Framework the Authority has a three-year rolling internal audit plan which focuses on the major risk areas.

The reviews are used to inform decision making that minimises potential losses and improves the management of existing uncertainty and approaches to new opportunities.

The Corangamite CMA acknowledges its responsibilities for managing risk extend beyond the effective management of agency specific risks. Arrangements for addressing inter-agency and state significant risks will be part of the Authority's Risk Management Framework. Inter-agency and state collaboration will occur for shared risks to be managed effectively.



Improved waterway
health for
environmental,
cultural and
social benefits
and values

04. estimates of revenue and expenditure

4.1 PROGRAMS BUDGET

The below represents the 2021-22 program budgets of the Corangamite CMA. Further details of the income and projects associated with these programs can be found in Appendix 1 – Income Assumptions.

Program Title	Income (\$000)						Expenditure (\$000)	Carry-over (\$000)
	Investor Program Reference	Carry-Forward from last year	State Government Funding	Commonwealth Government Funding	Other Funding	PROGRAM TOTAL	PROGRAM TOTAL	Carry-over to next year
Biodiversity	S1, S13, C1, C2, C4, C6	803	111	3,463	0	4,377	3,940	437
Community Participation	S2, S5, S23, S24, S33, O1	332	419	0	67	818	818	0
Land Health	S22, S37, S38, C3, C5	840	901	1,317	0	3,058	2,368	690
Water	S3, S4, S6, S7, S8, S9, S10, S11, S12, S14, S15, S16, S17, S18, S19, S20, S21, S25, S26, S27, S28, S29, S30, S31, S32, S34, S35, S36, S39, C7, C8, C9, O2, O3, O4, O5, O6	3,882	5,827	379	175	11,978	8,741	3,229
Total		5,857	7,258	5,159	242	20,231	15,875	4,356



4.2 OPERATING STATEMENT

Corporate Plan 2020-2025 2020-21 (\$,000)		Corporate Plan 2021-2026 2021-2022 (\$,000)	Corporate Plan 2021-2026 2022-2023 (\$,000)	Corporate Plan 2021-2026 2023-2024 (\$,000)
	Revenue			
	Local			
50	Interest	22	19	20
256	Other	339	379	418
306	Total Local Revenue	361	399	438
	Grants			
8,437	State	8,644	7,026	7,237
3,855	Federal	5,159	4,671	2,100
12,292	Total Grants Revenue	13,803	11,696	19,337
12,598	Total Revenue	14,164	12,095	9,774
	Expenditure			
	Governance and Operations			
887	Depreciation	917	904	904
3,135	Operations	3,071	2,998	3,070
9,798	Strategic Programs	13,245	11,668	7,227
13,820	Total Expenditure	17,233	15,571	11,202
(1,221)	Operating Surplus (Deficit)	(3,069)	(3,476)	(1,427)

4.3 CASH FLOW STATEMENT

Corporate Plan 2020-2025 2020-21 (\$,000)		Corporate Plan 2021-2026 2021-2022 (\$,000)	Corporate Plan 2021-2026 2022-2023 (\$,000)	Corporate Plan 2021-2026 2023-2024 (\$,000)
	Receipts from Operating activities			
	Other			
50	Interest	22	19	20
256	Other	339	379	418
306	Total Other Revenue	361	399	438
	Grants			
7,573	State	8,644	7,026	7,237
3,855	Federal	5,159	4,671	2,100
12,292	Total Grants Revenue	13,803	11,696	9,337
11,734	Total Cash Received (1)	14,164	12,095	9,774
	Cash Payments			
3,135	Governance and Operations	3,071	2,998	3,070
9,872	Programs	13,329	11,769	7,347
150	Other (Capital Assets Purchase - Net of Sale)	100	100	100
13,157	Total Cash Payments (2)	16,499	14,867	10,517
(1,423)	Net Cash Changes (1)-(2)	(2,336)	(2,772)	(743)
6,370	Closing cash position	8,958	6,186	5,442



4.4 BALANCE SHEET

Corporate Plan 2020-2025 2020-21 (\$,000)		Corporate Plan 2021-2026 2021-2022 (\$,000)	Corporate Plan 2021-2026 2022-2023 (\$,000)	Corporate Plan 2021-2026 2023-2024 (\$,000)
	Assets			
	Current			
6,370	Cash & Cash Equivalents	8,958	6,186	5,442
900	Receivables	2,600	2,600	1,300
7,270	Total Current Assets	11,558	8,786	6,742
	Non Current			
	Fixed Assets			
42,130	At Cost	42,420	42,570	42,720
4,463	Less Accumulated Depreciation	5,231	6,136	7,040
37,667	Written down Value	37,189	36,434	35,680
37,667	Total Non-Current Assets	37,189	36,434	35,680
44,938	Total Assets (1-2)	48,746	45,220	42,422
	Liabilities			
	Current			
2,098	Contract Liability (Sales of Goods and Services) AASB15	0	0	0
1100	Creditors and Accruals	1,100	1,100	900
730	Provisions - current	735	772	810
51	Lease Liability - current	51	51	51
3,979	Total Current Liabilities	1,886	1,923	1,761
	Non Current			
125	Provisions - non current	156	130	140
173	Lease liability - non current	173	122	71
298	Total Non-Current Liabilities	329	252	211
4,277	Total Liabilities (2)	2,215	2,175	1,972
40,660	Net Assets (1)-(2)	46,531	43,045	40,450
40,660	Total Equity	46,531	43,045	40,450

4.5 ESTIMATED CAPITAL EXPENDITURE

To support staff in the delivery of projects there is a need to invest funds into a capital program. Capital expenditure is budgeted at \$100K for 2021-22, with the assets to be funded outlined below:

Asset	Description	Benefits	Amount
Acquiring fit for purpose computer hardware (desktop tower only) for more efficient run times of TUFLOW modelling software	Seeking funds to purchase a fit for purpose desktop computer (tower only, no screen/keyboard required) computer for running recently acquired TUFLOW modelling software. Key to this asset is the inclusion of a Graphics Processing Unit (GPU) which enhances run times considerably. Amount also includes any hardware requirements required to make this computer remotely accessible.	GPU offers 10-50 times faster processing time of simulated flood mapping than on existing laptops which cannot be upgraded with a GPU card. Also make this system available to the CMA's Senior Project Officer - Information Analyst for any GIS intensive processing required, or any other applications within the organisation where high processing power is required. Set up so that remote access is achieved making it more accessible when out of hours checking is required on model runs.	5
Support CCMA movement to Carbon Neutrality	Implement Infrastructure Initiatives from Carbon Neutrality Audit and Development of Carbon Neutrality Plan.	Reduced energy usage and support CCMA's Carbon Neutrality Plan.	30
New technology Fund	Implementation of a Technology Fund to invest in new technologies and data services to monitor, measure and report on our Catchment Health.	Improved use of data to support catchment health planning and decision making.	50
IT equipment replacement	Update of CMA laptops and other physical devices where breakdowns or due for replacement.	Maintain necessary tools for staff.	15
Total			100

4.6 NOTES

4.6.1 Statement of Compliance

The Authority's Financial Code of Practice and Financial Policy and Procedures are compliant with the *Financial Management Act 1994* and Australian Accounting Standards.

4.6.2 Investment strategy

As previously indicated, this Corporate Plan includes projects, and related funding, for potential projects that are subject to government's annual budget outcomes.

Securing funding for natural resource management is becoming more competitive, with investment ranging between \$10.5m and \$17m over the last five years. The fluctuation in funding requires the Corangamite CMA to be flexible to deal with these changes. The projections for future years are consistent with the previous 5-year average.

The Corangamite CMA plans to be more resilient to budget variations and increase investment into the region by focusing on maximising the historical investment opportunities from governments and securing additional investment (cash or in-kind) from new investors.

In 2021-22, the Business Growth Board Subcommittee will continue to develop and monitor implementation of a Corangamite CMA Business Growth plan, with the aim to increase investment both to the CMA and the region.



4.6.3 Accounting policies and cost recovery model

The financial accounts presented in the Corporate Plan reflect changes to Accounting Standard AASB15 "Revenue from Contracts and Customers" whereby contracts have been assessed and a cost to completion method applied. It further reflects changes to Accounting Standard AASB16 "Leases" whereby our Geelong Office lease and vehicle fleet leases remain a right to use asset under the new standard.

To deliver the NRM and statutory functions of the Authority the organisation must have corporate systems and services in place such as human resource, occupancy, reporting, planning, program evaluation, finance, ICT, communications and governance. The Victorian Government currently provides the Corangamite CMA \$0.83 million annually to support these services which is significantly less than the \$3.4 million required to undertake such services.

The Authority has adopted a cost recovery model to support these costs based on the following principles:

- Projects will incur direct attributable costs, for motor vehicle use, and occupancy
- Corporate Recovery on projects for open door costs is based on a range of percentages. If not directly funded through investors it will be recouped through a percentage charge against project income.
- Keeping overheads to a minimum.

In 2021-22 the rates are as follows:

- Victorian Government: 15%
- Australian Government: as per tender agreed pricing
- Water Authorities and Other Income: 15%
- Natural Disaster Funding: 10%.

The Authority endeavours to keep all costs, including overheads, to a minimum by:

- Actively seeking and investing in initiatives that improve efficiency
- Working with key partners to control costs through areas such as shared occupancy arrangements, information management platforms, internet service providers, staff training and utilising partner capabilities in areas such as Water Act statutory functions
- Planning its procurement activities to improve "value for money".

Services fees and charges

The Authority can charge fees for services provided in accordance with Department of Treasury and Finance Cost Recovery Guidelines and its By-Laws. The Authority currently charges fee for services for:

The following activities on the Barwon through Geelong:

- General Waterski Boating Permits \$35 per permit
- Industry Waterski Boating Permits (for commercial business) \$114 per permit
- Wedding Ceremonies \$137.50
- Naming Ceremonies \$55.

Fees and charges will be reviewed during 2021-22 in accordance with its By-Laws and statutory requirements.

A review of charging for floodplain services and Works on Waterways permits will be undertaken, and implemented where appropriate in accordance with its By-Laws, Pricing for Victoria guide and statutory requirements.

4.6.4 Depreciation, amortisation and provisions

Depreciation and amortisation are detailed in the financial statements. Rates for depreciation and amortisation are determined by the expected useful life of the assets. In 2020-21, as per the Financial Reporting Direction (FRD) 103D, the five-year schedule cycle for asset revaluation took place. The Authority's asset values were restated as at 30 June 2021 within the financial statements in accordance with the Valuer-General review.

4.6.5 Key financial assumptions

The key financial assumptions which have been used in the development of the accompanying notes are:

- Salaries and wages will increase annually in accordance with the Corangamite CMA Enterprise agreement and the Victorian Independent Remuneration Tribunal policies
- Interest revenue will reduce based upon a reduced cash balance as project commitments are expended and interest rates decrease in alignment with economic conditions
- Income from the Victorian Government is based upon the known EC5 funding provided by DELWP as known in June 2021
- Income from the Australian Government is based upon approved 4-year projects in the National Landcare Program and other initiatives
- 2021-2022 expenditure is based upon a detailed build-up of individual project expenditure including EC5 project proposals. Outer year expenditure is based upon known project expenditure and projections based upon historical trends
- Any accumulated deficit represents the delivery of projects where funding was received in previous financial years.



05. abbreviations

ARI	Arthur Rylah Institute for Environmental Research	ICT	Information and Communication Technology
CaLP Act	Catchment and Land Protection Act 1994	LCDS	Lough Calvert Drainage Scheme
CCMA	Corangamite Catchment Management Authority	MERI	Monitoring, Evaluation, Reporting and Improvement
CEN	Community Engagement Network	MoU	Memorandum of Understanding
CEO	Chief Executive Officer	NRM	Natural Resource Management
CERDI	Centre for eResearch and Digital Innovation	OAM	Order of Australia
CMA	Catchment Management Authority	OCOC	Our Catchment Our Community
CoGG	City of Greater Geelong	OHS	Occupational Health & Safety
CRM	Customer Relationship Management	RCS	Regional Catchment Strategy
CWS	Corangamite Waterway Strategy	RFMS	Regional Floodplain Management Strategy
DELWP	Department of Environment, Land, Water and Planning	RLC	Regional Landcare Coordinator
DJPR	Department of Jobs, Precincts and Regions	VAGO	Victorian Auditor General's Office
EC5	Environmental Levy Funding Tranche 5	VPS	Victorian Public Sector
EEMSS	Estuary Entrance Management Support System	VVP	Victorian Volcanic Plain
FRD	Financial Reporting Direction	WV	Working for Victoria
GPU	Graphics Processing Unit	WYDS	Woody Yaloak Diversion Scheme
HR	Human Resources	YEP	Youth Employment Program
ICM	Integrated Catchment Management		

06. More information

The Corangamite CMA involves communities in planning and implementing works in the region.

To download this plan please go to:
www.ccma.vic.gov.au

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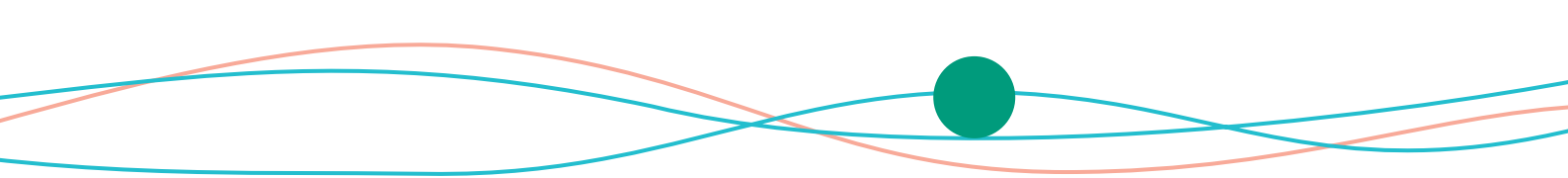


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APPENDIX 1 – INCOME ASSUMPTIONS

Investor Program Reference	Department	Program Title	Carry Forward Total \$000	Income Total \$000
State Government				
S1	Department of Environment, Land, Water and Planning	Port Phillip Bellarine - Ramsar Site Management	12	0
S2	Department of Environment, Land, Water and Planning	Working For Victoria - Youth Employment Program	225	0
S3	Department of Environment, Land, Water and Planning	Barwon River Parklands Project	24	0
S4	Department of Environment, Land, Water and Planning	Risk Monitoring at Reedy Lake	9	0
S5	Department of Environment, Land, Water and Planning	Barwon River amenity mapping and Traditional Owner engagement for RCS	65	0
S6	Department of Environment, Land, Water and Planning	Flood Mapping of the Woody Yaloak and Lough Calvert Drainage Schemes	42	0
S7	Department of Environment, Land, Water and Planning	Woody Yaloak and Lough Calvert priority works	101	0
S8	Department of Environment, Land, Water and Planning	Reedy Lake Outlet Fishway (construction)	18	0
S9	Department of Environment, Land, Water and Planning	Upper Barwon Landholder Study	7	0
S10	Department of Environment, Land, Water and Planning	Analysis of the social and economic values dependent on a flowing Barwon River through Geelong	48	0
S11	Department of Environment, Land, Water and Planning	Barwon Tidal Barrage Upgrade (Construction)	37	0
S12	Department of Environment, Land, Water and Planning	2020-21 Barwon Parklands Strategy Support	31	0
S13	Department of Environment, Land, Water and Planning	Connected Landscapes - Connecting Landholders to Biodiversity on the Victorian Volcanic Plain	134	111
S14	Department of Environment, Land, Water and Planning	Stewardship Review	44	0
S15	Department of Environment, Land, Water and Planning	Construction of the lower Barwon Barrage Fishway	25	0
S16	Department of Environment, Land, Water and Planning	Caretaker of Waterway Health	0	334
S17	Department of Environment, Land, Water and Planning	Floodplain Management	0	559
S18	Department of Environment, Land, Water and Planning	Estuary permits and regulation	0	308
S19	Department of Environment, Land, Water and Planning	Woody Yaloak Diversion Scheme and Lough Calvert Drainage Scheme	0	271



Investor Program Reference	Department	Program Title	Carry Forward Total \$000	Income Total \$000
S20	Department of Environment, Land, Water and Planning	Barwon through Geelong	0	864
S21	Department of Environment, Land, Water and Planning	Implementation of Regional Floodplain Management Strategy	0	150
S22	Department of Environment, Land, Water and Planning	Small blocks, big dreams: Engaging peri-urban landholders in best practice integrated catchment management	0	478
S23	Department of Environment, Land, Water and Planning	Enhancing Regional and Local Partnerships	0	84
S24	Department of Environment, Land, Water and Planning	Statewide Waterway Citizen Science	0	285
S25	Department of Environment, Land, Water and Planning	The Living Moorabool Flagship Project	0	344
S26	Department of Environment, Land, Water and Planning	Upper Barwon Flagship Project	0	466
S27	Department of Environment, Land, Water and Planning	City to Sea - Lower Barwon River and Ramsar Wetlands	0	707
S28	Department of Environment, Land, Water and Planning	Lakes and Wetlands Complex of the South West	0	289
S29	Department of Environment, Land, Water and Planning	Delivering ICM for the Gellibrand	0	181
S30	Department of Environment, Land, Water and Planning	Surf Coast and Otways Restoration	0	185
S31	Department of Environment, Land, Water and Planning	River of Gold	0	45
S32	Department of Environment, Land, Water and Planning	Barwon Parklands Masterplan	642	894
S33	Department of Environment, Land, Water and Planning	Water Quality Monitoring of the Barwon Estuary – BEMPP Phase 2	0	50
S34	Department of Environment, Land, Water and Planning	Long Term Water Resource Assessment	68	0
S35	Department of Environment, Land, Water and Planning	Enhancing Cultural and waterway amenity values in the Mid-Barwon	0	260
S36	Department of Environment, Land, Water and Planning	Water-Salt Balance Model: Lower Barwon	162	0
S37	Department of Environment, Land, Water and Planning	Regional Landcare Coordination	213	169
S38	Department of Environment, Land, Water and Planning	Victorian Landcare Grants in Corangamite	254	254
S39	Department of Environment, Land, Water and Planning	Future Integrated Catchment Works - Predominantly DELWP Funded	2,308	545
Sub-total			4,468	7,834

Investor Program Reference	Department	Program Title	Carry Forward Total \$000	Income Total \$000
Commonwealth Government				
C1	Department of Agriculture, Water and the Environment	Bellarine Dunecare - Protecting Sand Dunes on Victoria's Great Ocean Road and the Bellarine Peninsula	187	500
C2	Department of Agriculture, Water and the Environment	Protecting Priority Threatened Species - Corangamite Coast (Yr 2-5)	205	408
C3	Department of Agriculture, Water and the Environment	Improving On-Farm Soil, Vegetation for Larger Agricultural (Yr 2-5)	175	370
C4	Department of Agriculture, Water and the Environment	National Landcare Program Core Services	0	414
C5	Department of Agriculture, Water and the Environment	Protecting the Victorian Volcanic Plains	198	947
C6	Department of Agriculture, Water and the Environment	The Australian Government's Wild Otways Initiative	264	2,141
C7	Department of Agriculture, Water and the Environment	Curdies Estuary Fish Habitat Restoration Project	32	110
C8	Department of Agriculture, Water and the Environment	Barwon Estuary Fish Habitat Restoration Project	21	110
C9	Department of Agriculture, Water and the Environment	Corio Bay Fish Habitat Project	48	159
Sub-total			1,129	5,159
Other				
O1	Various	NRM Aboriginal Project Officer- Partner Contribution	43	59
O2	Various	The Living Moorabool	165	65
O3	Various	Gellibrand Catchment Plan (Wannon Water)	22	20
O4	Various	Barwon River Waterway Rules Review	30	0
O5	Various	Various small projects to undertake reviews and maintenance of waterways	0	23
O6	Various	Future Integrated Catchment Works - Other Funded	23	75
Sub-total			260	242
Total			5,857	13,235

APPENDIX 2 – BUSINESS STRATEGY INDICATORS

Strategy	Indicators
Build the capability and capacity of the Corangamite CMA and in the region to deliver effective environmental, recreational and integrated catchment management	# and trend in Portal(s) usage # Publications # Events and participants
Continually improve the effectiveness and efficiency of delivery and the ability to demonstrate it	On-ground works standard outputs delivered vs target Corangamite CMA 'delivery on promises' (% good / excellent) Timeliness of response to statutory requirements (permits, referrals, advice and licences) associated with waterway, and floodplain management
Attract additional investment to environmental and integrated catchment management in the region (cash and co-investment)	Total revenue by funding source and contract type \$ Co-investment by partners / land managers # Project-ready ideas
Build the reputation of the Corangamite CMA as a regional leader in environmental and natural resource management	Relevance of the Corangamite CMA (% highly / quite relevant) Utilities and fleet impact (electricity, fuel, gas and water usage) % purchasing spend in region (with entrenched disadvantaged communities)
People and Safety	# Incidents reported People Matters Survey results - % overall job satisfaction # Assets with poor or medium condition # Visitor health and safety incidents on CCMA managed land
Support the increase and sharing of knowledge	# and trend in Portal(s) usage # Publications
Increase the breadth and depth of participation	# Events and participants # Media releases, social media posts and CCMA website visitors # Permits and events on Barwon through Geelong # Land managers involved in CCMA programs
Increase integration and coordination	# MOU Leveraged Income under Partner MOUs
Increase partnerships	# Project Partnerships Strength of CMA in establishing partnerships - (% 4 and 5) # and \$ of purchasing from Victorian social enterprises, Victorian Aboriginal Businesses and Australian Disability Enterprises
Pursue funding and resources from a broad range of sources (traditional and new)	Total revenue by funding source and contract type # Project-ready Ideas \$ Co-investment by partners / land managers
Improve regional MERI and planning	# NRM Planning Portal Usage # Project Plans, Assessments and Databases standard outputs

Strategy	Indicators
Support regional partners in planning and action on addressing impacts of climate change	# Priority actions implemented from the NRM Plan for Climate Change Utilities and fleet impact (electricity, fuel, gas and water usage) NRM Planning Portal - Landcare / land manager use and consideration of climate change
Support staff and organisational development	Organisational cultural inventory results % Staff training budget to employment costs % Staff retention rate
Considered risk taking in exploring new partnerships and opportunities	# Partnerships in non traditional areas \$ Total revenue by funding source and contract type # Project-ready ideas
Build strong governance and business management	# Projects with Orange or Red Budget Status / Milestone Status / Output Status Compliance with applicable Standing Directions under the Financial Management Compliance Framework Checklist # of complaints and % managed with policy timelines \$ Residual Financial Reserve maintained # Audit recommendations actioned by due date # Policies and procedures past review





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