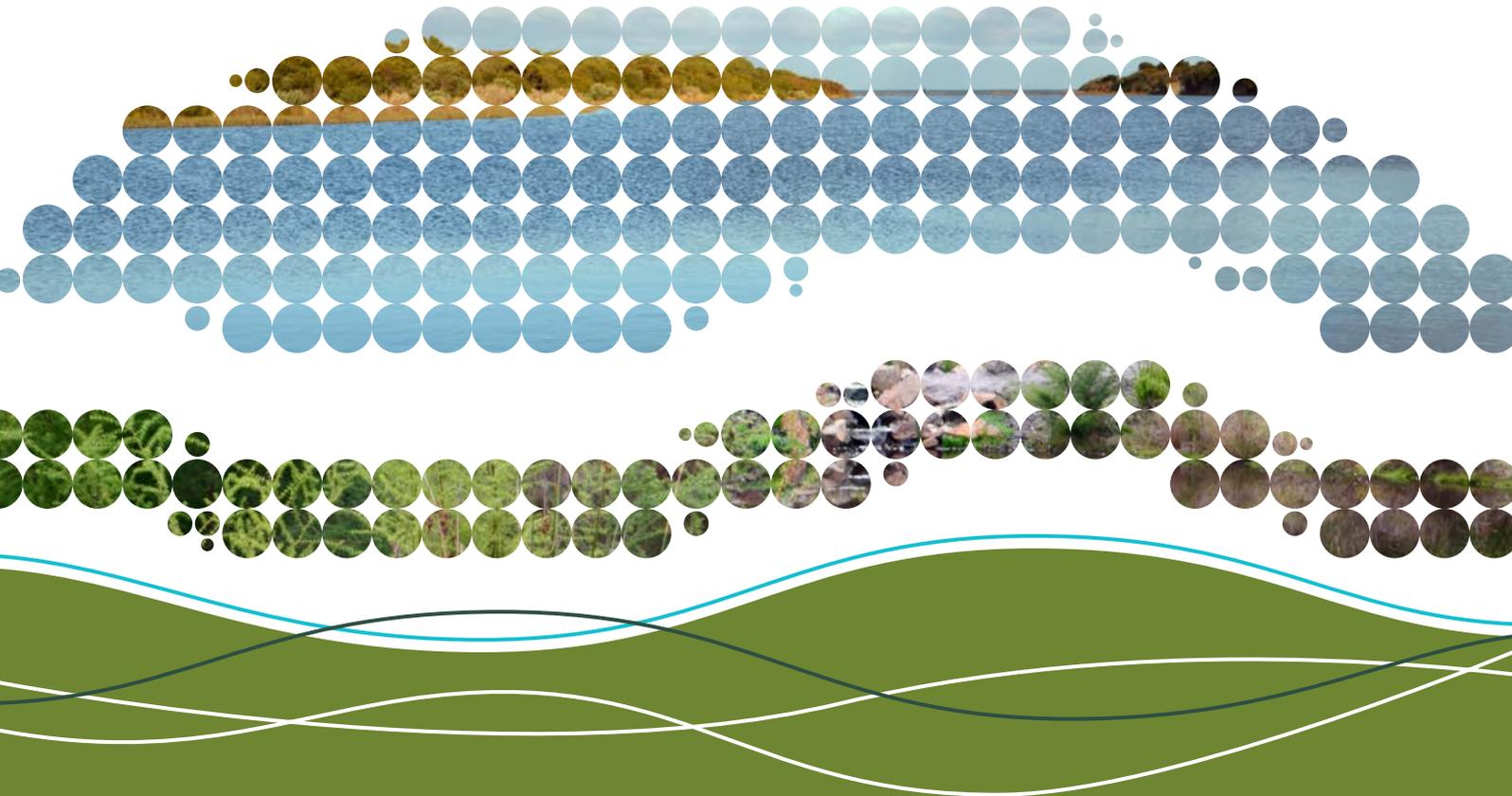


CORANGAMITE CMA

Corporate Plan

2020-2025



**Corangamite CMA
VISION:**

Healthy and productive
lands and waters cared for
by thriving communities

table of contents

Chairman's Foreword	3	03 Future Challenges & Opportunities	35
What is the Corporate Plan?	4	3.1 COVID-19: Impacts, actions and initiatives	35
01 Business Direction	5	3.2 Major business risks, challenges and opportunities	35
1.1 What are catchments and why are they important?	5	3.3 Risk Management Strategies	39
1.2 Our Vision for the Corangamite Region	7	04 Estimates of Revenue and Expenditure	40
1.3 Our Purpose	7	4.1 Programs Budget	40
1.4 Outcomes	8	4.2 Operating statement	41
1.5 Our Approach and Our Values and Behaviours	10	4.3 Cash flow Statement	42
1.6 Business Strategies	11	4.4 Balance sheet	43
1.7 Governance and Planning	12	4.5 Estimated Capital Expenditure	44
1.7.1 Governance	12	4.6 Notes	44
1.7.2 Reporting structure	12	05 Abbreviations	46
1.7.3 Board committees	12	06 More Information	46
1.7.4 Organisational structure	13	Appendix 1 – Income Assumptions	47
02 Planned Programs, Services and Infrastructure Delivery	14	Appendix 2 – Business Strategy Indicators	50
2.1 Business undertakings	14		
2.2 Programs and projects	16		
2.3 Outcome Indicators, measures and standard outputs	33		



Chairman's foreword

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

It is with pleasure that I present the Corangamite CMA 2020-2025 Corporate Plan.

This Corporate Plan sets out the Corangamite Catchment Management Authority's (CCMA) approach for the next five years to implement its vision of 'healthy and productive lands and waters cared for 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 10,450 community participants
- Distributed over \$1.9 million to support on-ground works
- Supported over 2,891 hectares of weed control and 54 kilometres of fencing
- Supported over 140 volunteer citizen scientists to conduct regular water quality testing 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 1,174 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. The Corangamite region is home to two internationally recognised Ramsar sites, Port Phillip Bay, and the Bellarine Peninsula and Western District Lakes. It is important we continue to preserve and enhance the health and biodiversity of these special areas.

Finally, although this plan focuses on how the Corangamite CMA will work with regional communities, land managers and government agencies, it also makes clear the CMA needs to be a thriving team itself to achieve the best outcomes. This plan with its alignment to our vision will help strengthen our team and give our staff the best opportunity to achieve great integrated catchment management outcomes for our region.



Alice Knight
Chairman, OAM



In 2019 the
Corangamite
CMA distributed
\$1.9 million
to support on-ground
works



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.

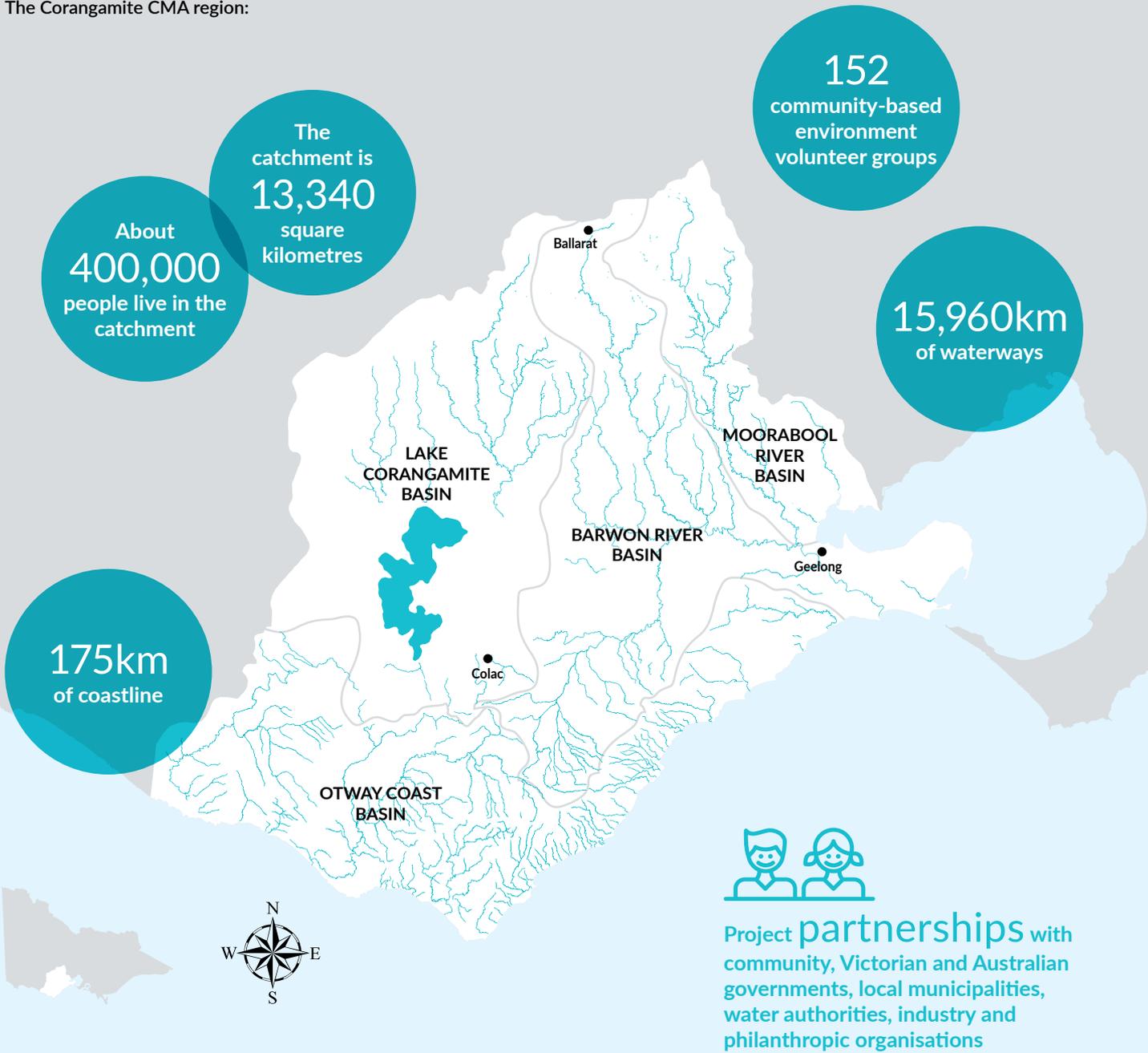
Our catchments have particular significance for Aboriginal Traditional Owners of the Corangamite region. Traditional Owners have strong spiritual and cultural connections to the catchments and have relied on, utilised and managed the catchments for economic, social, physical and cultural health for tens 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 400,000 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 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:

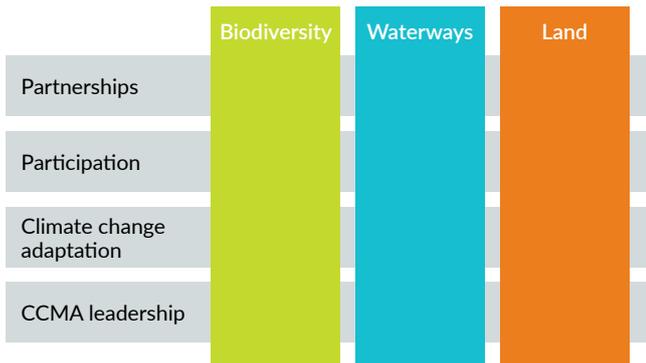
'To be the regional leader working with land managers, communities, other organisations and governments to protect and improve the health of the region's natural resources (water, soils, biodiversity) to improve the health and sustainable productivity of the Corangamite region.'



1.4 OUTCOMES

The Corangamite CMA believes that to achieve its vision of "healthy and productive lands and waters cared for 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

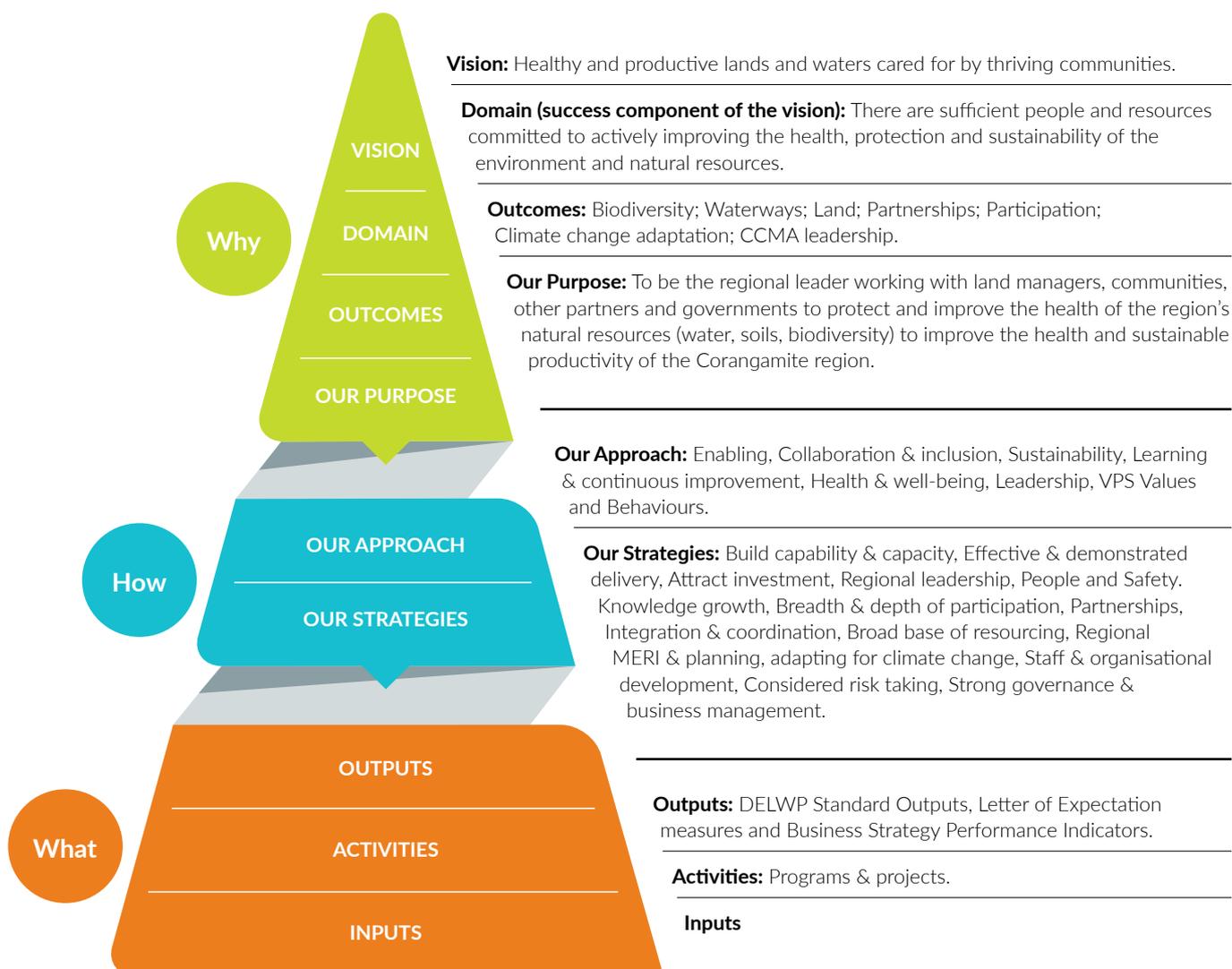
The Corangamite CMA will continue to:

- 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 APPROACH 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 fiber 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.

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, caprice, favouritism or self interest
 - acting fairly by objectively considering all relevant facts and fair criteria
 - implementing government policies and programs equitably.

- Accountability
 - working to clear objectives in a transparent manner
 - accepting responsibility for 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.

- Build the reputation of the Corangamite CMA as a regional leader in environmental and natural resource management
- 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.

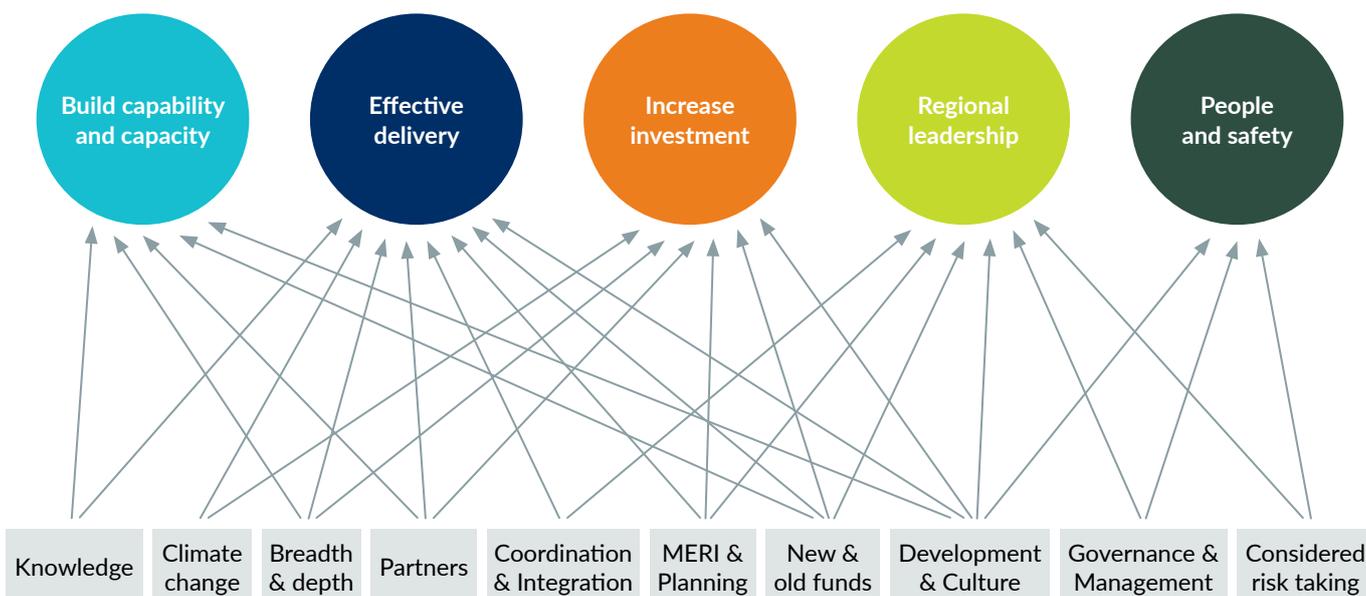
The Corangamite CMA will track its progress of meeting its business strategies through the reporting of project related DELWP standard outputs as well as the business strategy performance indicators. These indicators will be monitored by the Board and Management of the CMA throughout the year. The indicators are outlined in Appendix 2 (page 50).

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)

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.

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 2020-2025, 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.



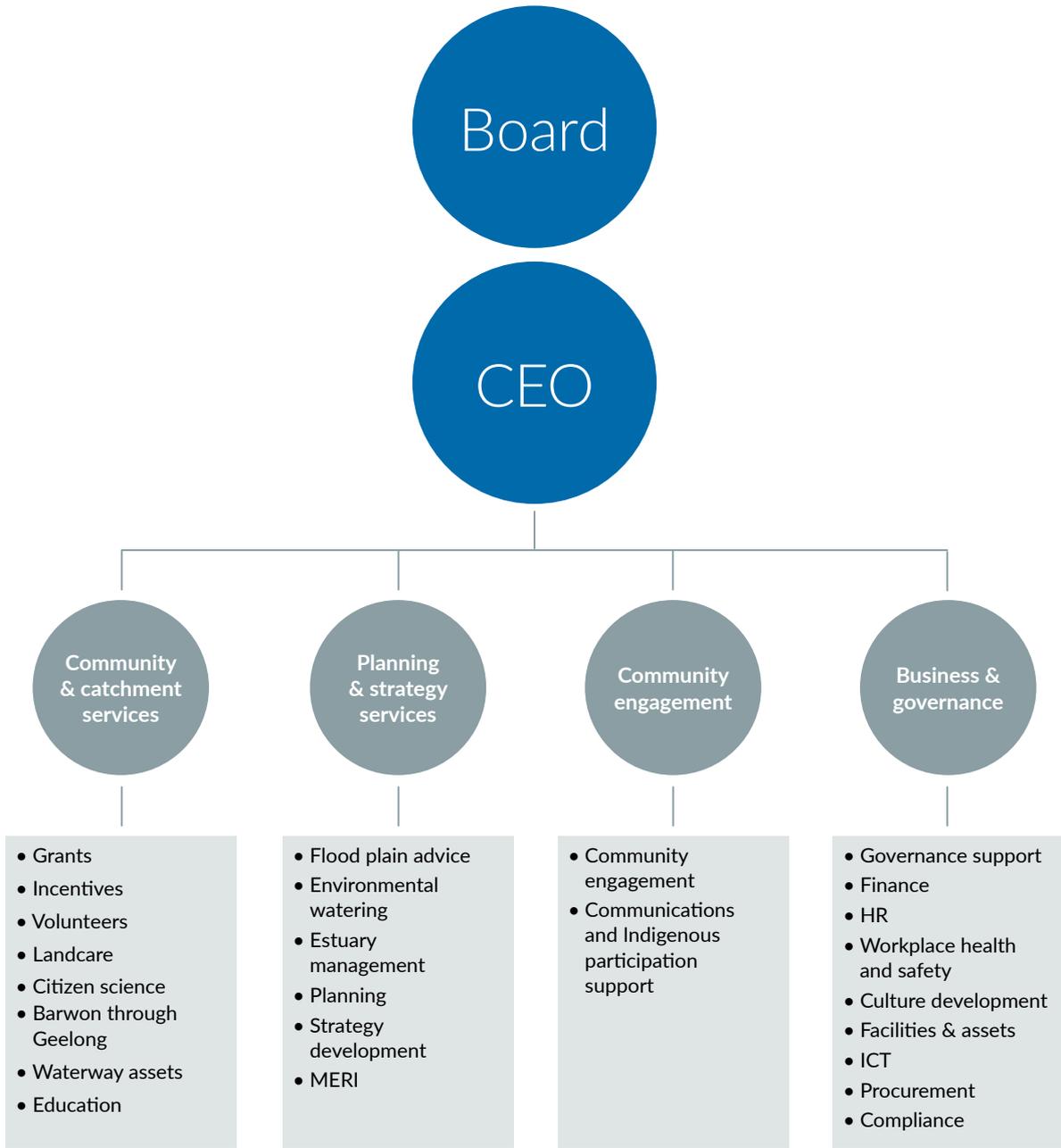
The core roles of the standing committees are:

- **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 Steering Committee**
To ensure the Regional Catchment Strategy (RCS) and supporting strategies are being effectively implemented and resources are being maximised to progress implementation 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
- 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
- Managing waterway assets
- Providing input into policy, programs and legislation and supporting others to do so.

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



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

- **The community**

As a Board directive the CCMA is in the process of developing 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 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
- 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.

- **Corporations**

We will seek to engage with corporations 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 work closely with Local Government Areas to:

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

- **Developers**

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

- **Water corporations**

We will work closely with water corporations 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 work closely with government departments to:

- Achieve government policy priorities
- Increase clarity on roles and responsibilities for the community
- Provide opportunities for leveraged placed 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 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 2020-21 reflects the higher expenditure expected due to:

- Carry forward funding utilised to achieve outputs for the final year of the four-year DELWP Water projects
- Two new projects from the Australian Government relating to election funding commitments representing an additional \$7.5m funding over 4 years to the region.

Investment in outer years in programs is 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 2020-21 and beyond for Environmental Contribution Levy funding tranche 5 (EC5) have not yet been confirmed. The projects and funding associated are as per the initial short form bids based upon the indicative budgets provided by DELWP. The projects and the amount funded will be confirmed in November 2020 following the release of the state budget. This funding represents a significant investment by the Victorian Government in the region.

Water	Outcome	Policy Priority Area	Proposed Investment 2020-2021 (\$,000)	Proposed Investment 2021-2022 (\$,000)	Proposed Investment 2022-2023 (\$,000)
<p>Otway and Coastal Waterway Restoration</p> <p>Delivers major works and other priority actions to protect and enhance the rivers and estuaries within the region's coastal zone, including the Great Ocean Road, in line with the Corangamite Waterway Strategy. Includes accelerated riparian activities under the Regional Riparian Action Plan.</p>	Waterways Biodiversity Participation Partnerships	Climate change Waterway & catchment health Community engagement & partnerships Aboriginal cultural values	190	-	-
<p>Barwon and Corangamite Waterway Restoration</p> <p>Delivers major works and other priority actions to protect and enhance the rivers and wetlands of the Barwon, Moorabool and Corangamite Basins in line with the Corangamite Waterway Strategy. Includes accelerated riparian activities under the Regional Riparian Action Plan and delivery of works for the Rivers 2040 trial site.</p>	Waterways Biodiversity Participation Partnerships	Climate change Waterway & catchment health Community engagement & partnerships Aboriginal cultural values	517	-	-
<p>Corangamite Floodplain/Waterway Statutory functions</p> <p>Delivers the Corangamite CMA's statutory functions for floodplain, rural drainage and waterway management under the <i>Water Act 1989</i>, including floodplain referrals and works on waterway approvals.</p>	CCMA Leadership Waterways	Waterway & catchment health Community engagement & partnerships Aboriginal cultural values Resilient & liveable cities	50	-	-
<p>Flood Mapping - Woody Yaloak & Lough Calvert Drainage Schemes</p> <p>This project will capture the LiDAR and hydrology data required to completed detailed flood studies of both Corangamite CMA-managed rural drainage schemes.</p>	Waterways CCMA Leadership	Climate change Waterway & catchment health	97	-	-



Water	Outcome	Policy Priority Area	Proposed Investment 2020-2021 (\$,000)	Proposed Investment 2021-2022 (\$,000)	Proposed Investment 2022-2023 (\$,000)
<p>Corangamite Environmental Water Management</p> <p>Delivers the Corangamite CMA's Environmental Water Reserve functions under the <i>Water Act 1989</i> and corresponding CMA Statement of Obligations. Includes additional activities aimed at improving and demonstrating outcomes, shared benefits and community engagement.</p>	CCMA Leadership Waterways	Climate change Waterway & catchment health Community engagement & partnerships Aboriginal cultural values	79	-	-
<p>The Living Moorabool</p> <p>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.</p>	Waterways CCMA Leadership Biodiversity Partnerships	Climate change Waterway & catchment health Community engagement & partnerships Aboriginal cultural values	134	130	130
<p>Corangamite Caretaker of Waterway Health</p> <p>Delivers the planning, coordination and monitoring and evaluation for waterway health activities in the Corangamite CMA region in line with the Corangamite Waterway Management Strategy, including the planning, target setting and monitoring activities required to support the Rivers 2040 trial for the Moorabool. It also delivers strategic planning, engagement and operational estuary management functions (around artificial estuary mouth openings) to protect and enhance the estuaries of the region.</p>	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	78	-	-
<p>Corangamite Regional Drainage Scheme Management</p> <p>This project involves routine maintenance and administration of the Woody Yaloak Diversion Scheme and Lough Calvert Drainage Scheme, which are managed and maintained by the Corangamite CMA as operational drainage and flood mitigation schemes as a key obligation under the CMA Water Act Statement of Obligations.</p> <p>Activities include inspection and service of drainage scheme infrastructure, weed and silt control along channels, water quality and quantity monitoring, operation of the schemes in times of flood; and administration of the Cundare Pool Grazing licences for land managed by the CMA.</p>	Waterways	Water for agriculture	107	-	-

Water	Outcome	Policy Priority Area	Proposed Investment 2020-2021 (\$,000)	Proposed Investment 2021-2022 (\$,000)	Proposed Investment 2022-2023 (\$,000)
<p>Reedy Lake Outlet Fishway (construction)</p> <p>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.</p>	Waterways	Waterway & catchment health Recreational values Aboriginal cultural values	93	-	-
<p>Barwon Tidal Barrage Upgrade/Construction</p> <p>This project will replace the existing Lower Barwon Tidal Barrage Weir with a new structure and fishway on the southern bank.</p>	Waterways Biodiversity	Waterway & catchment health Recreational values Aboriginal cultural values	240	-	-
<p>Disaster Recovery Actions for Barwon South-West Fires</p> <p>The Barwon South West Fires started on Saturday 17 March 2018 and burnt more than 14,600 hectares, 24 house and 57 sheds. This project will provide recovery assistance to reinstate vegetation and fencing near significant waterways impacted by the fire in the Corangamite region.</p>	Waterways	Waterway & catchment health Community engagement & partnerships Aboriginal cultural values	103	-	-
<p>Management of the Barwon River through Geelong</p> <p>This project involves management of the Barwon River and its riverside zones through Geelong in accordance with the Corangamite CMA's by-law No. 2 Barwon River, the Barwon River through Geelong Management Plan 2007, the <i>Marine Safety Act 2010</i> and the CMA Water Act Statement of Obligations.</p> <p>This project aims to maintain the Barwon River and riverside areas for recreation use in a safe condition that includes asset maintenance, extensive grass mowing of parkland, woody weed control, revegetation programs with schools and community groups, rubbish removal from land and water, administration of the Barwon by-law to maintain safe in-water and beside-water use of the river for multiple users (rowing, canoeing, water skiing, fishing, commercial use), monitoring water quality for blue green algal blooms, and assisting with major activities and events on the Barwon River (e.g. Head of the School Girls Rowing Regatta).</p>	Participation Waterways	Recreational values Resilient & liveable cities	170	-	--
<p>Future Integrated Catchment Works - DELWP Funded</p> <p>Future Projects to deliver on regional integrated catchment works.</p>	Waterways	Waterway & catchment health Community engagement & partnerships Aboriginal cultural values	475	500	500



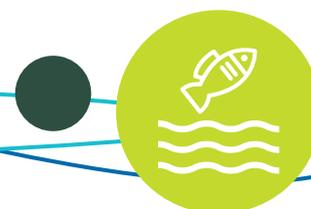
Water	Outcome	Policy Priority Area	Proposed Investment 2020-2021 (\$,000)	Proposed Investment 2021-2022 (\$,000)	Proposed Investment 2022-2023 (\$,000)
<p>Construction of the lower Barwon Barrage Fishway</p> <p>This project will construct a fishway on the southern bank of the lower Barwon Barrage.</p>	Waterways	Waterway & catchment health	93	-	-
<p>Woody Yaloak and Lough Calvert priority works</p> <p>The Woody Yaloak Diversion Scheme (WYDS) and Lough Calvert Drainage Scheme (LCDS) were built in the late 1950s 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. This presents the Corangamite CMA with a number of potential risks, particularly in regard to public and employee safety.</p>	Waterways	Waterway and catchment health	162	-	-
<p>Corangamite Regional Drainage Support</p> <p>The Woody Yaloak Diversion Scheme and Lough Calvert Drainage Scheme have been allocated funding to support the avoidance or minimisation of impacts of rural drainage on environmental and cultural values through the development of environmental and cultural management plans. This process will provide guidance to land managers and build their capacity to implement improved management of rural drainage, whilst protecting cultural and environmental values.</p>	Waterways	Waterway & catchment health	29	-	-
<p>Delivering on our Statutory Functions - Floodplain Management</p> <p>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>, <i>Emergency Management Manual Victoria Part 7</i>, <i>Building Regulations 2018</i>, <i>Subdivisions Act 1988</i> and CMA Statement of Obligations.</p> <p>The project also coordinates the CCMA response to other referrals:</p> <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	362	627	627

Water	Outcome	Policy Priority Area	Proposed Investment 2020-2021 (\$,000)	Proposed Investment 2021-2022 (\$,000)	Proposed Investment 2022-2023 (\$,000)
<p>Delivering on our Statutory Functions - Estuary permits and regulation</p> <p>This role is focused on risk management of artificial estuary openings using the EEMSS (Estuary Entrance Management Support System), responding to formal opening requests from permit holders and implementing, as per the relevant policies. It is also informed by the EPBC listing of assemblages of species associated with open-coast salt-wedge estuaries of western and central Victoria. Other areas of focus for this activity include:</p> <ul style="list-style-type: none"> • Focusing on improving current management arrangements with stakeholders at the permitted estuaries, through updating MOUs or guidance notes (Curdies River, Painkalac Creek, Anglesea River) or developing MOUs or guidance notes (Barham River, Erskine River, Gellibrand River, Aire River, Thompsons Creek, Spring Creek) • 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	261	341	341
<p>Delivering on our Statutory Functions - Woody Yaloak Diversion Scheme and Lough Calvert Drainage Scheme</p> <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; and administration of the Cundare Pool Grazing licences on land managed by the CCMA.</p>	Waterways	Water for agriculture	211	304	304



Water	Outcome	Policy Priority Area	Proposed Investment 2020-2021 (\$,000)	Proposed Investment 2021-2022 (\$,000)	Proposed Investment 2022-2023 (\$,000)
<p>Delivering on our Statutory Functions - Caretaker of Waterway Health</p> <p>This project oversees and provides governance to the CCMA's Waterway Health program through:</p> <ul style="list-style-type: none"> • Meeting responsibilities as the caretaker of waterway health and associated responsibilities under the <i>Water Act 1989</i> • Governance and oversight for the delivery of the Corangamite Waterway Strategy including strengthening key partnerships in planning and delivery (e.g. DELWP, ARI, Barwon Water, Wannon Water 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 (e.g. Waterway Managers Forum and Flagship Project Control Group) • Development and delivery of monitoring, evaluation and reporting processes in support of the Corangamite Waterway Strategy • Renewal as required through the <i>Water Act 1989</i> and the Corangamite Waterway Strategy. 	<p>Waterways CCMA Leadership Biodiversity Partnerships Participation</p>	<p>Climate change Waterway & catchment health Community engagement & partnerships Aboriginal cultural values Resilient and liveable cities and towns Recreational values</p>	<p>149</p>	<p>403</p>	<p>403</p>
<p>Delivering on our Statutory Functions - Barwon through Geelong</p> <p>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 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):</p> <ul style="list-style-type: none"> • 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 (e.g. of rowing and 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 of the progressive implementation of the Barwon through Geelong Management Plan, when funding is available • Safety works along the river including hazard removal and boat navigation and signage. 	<p>Participation Waterways</p>	<p>Recreational values Resilient & liveable cities</p>	<p>776</p>	<p>934</p>	<p>934</p>

Water	Outcome	Policy Priority Area	Proposed Investment 2020-2021 (\$,000)	Proposed Investment 2021-2022 (\$,000)	Proposed Investment 2022-2023 (\$,000)
<p>Lakes and Wetlands Complex of the South West</p> <p>This project builds on existing Ramsar, waterways protection and citizen science programs in the Western District Lakes and surrounding catchment, with activities that will:</p> <ul style="list-style-type: none"> • Improve the ecological character of the Western District Lakes (WDL) Ramsar site, its tributaries and surrounding lakes • Identify and manage drought refuges for EPBC-listed Yarra Pigmy Perch (YPP) in the Woody Yaloak River and Western District Lakes. 	<p>Waterways</p> <p>Biodiversity</p> <p>Participation</p> <p>Partnerships</p>	<p>Climate change</p> <p>Waterway & catchment health</p> <p>Community engagement & partnerships</p> <p>Aboriginal cultural values</p>	300	403	403
<p>City to Sea - Lower Barwon River and Ramsar Wetlands</p> <p>This project will deliver an integrated management program for the Bellarine Landscape Zone, including:</p> <ul style="list-style-type: none"> • Delivery of CCMA's 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 • Supporting citizen science and community engagement. 	<p>Waterways</p> <p>Biodiversity</p> <p>Participation</p> <p>Partnerships</p>	<p>Climate change</p> <p>Waterway & catchment health</p> <p>Community engagement & partnerships</p> <p>Aboriginal cultural values</p>	409	596	596
<p>Surf Coast and Otways Restoration</p> <p>This project will improve estuary and river health outcomes in the Otway Coast Basin by:</p> <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 • Maintaining connections between community and waterway managers through support for citizen science monitoring. <p>The Gellibrand catchment is excluded from this project and has been submitted as a separate integrated catchment management project due to its significance as a water supply catchment.</p>	<p>Waterways</p> <p>Biodiversity</p> <p>Participation</p> <p>Partnerships</p>	<p>Climate change</p> <p>Waterway & catchment health</p> <p>Community engagement & partnerships</p> <p>Aboriginal cultural values</p>	81	219	219



Water	Outcome	Policy Priority Area	Proposed Investment 2020-2021 (\$,000)	Proposed Investment 2021-2022 (\$,000)	Proposed Investment 2022-2023 (\$,000)
<p>River of Gold - the Yarrowee-Leigh River system</p> <p>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:</p> <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. 	<p>Waterways</p> <p>Biodiversity</p> <p>Participation</p> <p>Partnerships</p>	<p>Climate change</p> <p>Waterway & catchment health</p> <p>Community engagement & partnerships</p> <p>Aboriginal cultural values</p>	62	127	127
<p>Delivering ICM for the Gellibrand</p> <p>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:</p> <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. 	<p>Waterways</p> <p>Biodiversity</p> <p>Participation</p> <p>Partnerships</p>	<p>Climate change</p> <p>Waterway & catchment health</p> <p>Community engagement & partnerships</p> <p>Aboriginal cultural values</p>	117	270	270
<p>Implementation of Regional Floodplain Management Strategy</p> <p>The Corangamite CMA 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.</p>	<p>CCMA Leadership</p> <p>Waterways</p>	<p>Waterway & catchment health</p> <p>Community engagement & partnerships</p> <p>Aboriginal cultural values</p> <p>Resilient & liveable cities</p>	94	157	157

Water	Outcome	Policy Priority Area	Proposed Investment 2020-2021 (\$,000)	Proposed Investment 2021-2022 (\$,000)	Proposed Investment 2022-2023 (\$,000)
<p>The Living Moorabool Flagship Project</p> <p>The Living Moorabool flagship program is a large scale, place-based program with a 30-year vision defined by the community reference group of: "Healthy waterways, healthy people and healthy culture". This program will be delivered through Integrated ICM practices that incorporate a diversity of stakeholders and activities. Over the life of The Living Moorabool, this will be achieved through a range of interventions as expressed in Attachment 1. The EC5 project will focus on the following activities:</p> <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	179	463	463
<p>Upper Barwon Flagship Project</p> <p>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 EC5 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. The activities during EC5 will focus on:</p> <ul style="list-style-type: none"> • Planning and governance • Planning and delivery of the environmental water entitlement consistent with annual watering 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	303	488	488
Total			5,918	5,962	5,962

Land Health	Outcome	Policy Priority Area	Proposed Investment 2020-2021 (\$,000)	Proposed Investment 2021-2022 (\$,000)	Proposed Investment 2022-2023 (\$,000)
<p>Improving On-farm Soil, Vegetation and Biodiversity for larger agricultural enterprises in the Corangamite Management Unit</p> <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 part of this project will focus on farmers within the central cropping areas of the region to adopt soil acidity management practices. 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>	<p>Waterways Planning and management Biodiversity Partnerships</p>	<p>Build Capability and Capacity Regional Leadership</p>	359	370	370
<p>Regional Landcare Coordination</p> <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, undertakes capacity building with groups and networks and facilitates access to grants and other funding.</p>	<p>Participation Biodiversity Waterways Land Management</p>	<p>Waterway & catchment health Community engagement & partnerships Water for agriculture</p>	176	180	180
<p>Victorian Landcare Grants in Corangamite</p> <p>The Victorian Landcare Program funds the Victorian Landcare 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>	<p>Participation Biodiversity Waterways Land Management</p>	<p>Waterway & catchment health Community engagement & partnerships</p>	190	190	190



Land Health	Outcome	Policy Priority Area	Proposed Investment 2020-2021 (\$,000)	Proposed Investment 2021-2022 (\$,000)	Proposed Investment 2022-2023 (\$,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 (e.g. horse owners). <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 neighbours and the local community.</p>	<p>Waterways</p> <p>Biodiversity</p> <p>Participation</p> <p>Partnerships</p>	<p>Climate change</p> <p>Waterway & catchment health</p> <p>Community engagement & partnerships</p> <p>Aboriginal cultural values</p> <p>Resilient & liveable cities</p>	250	288	288
<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 on-ground 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>	<p>CCMA Leadership</p> <p>Partnerships</p> <p>Biodiversity</p> <p>Waterways</p> <p>Land Management</p>	<p>Waterway & catchment health</p> <p>Community engagement & partnerships</p> <p>Aboriginal cultural values</p> <p>Water for agriculture</p>	793	768	768
Total			1,768	1,797	1,797



Community Participation	Outcome	Policy Priority Area	Proposed Investment 2020-2021 (\$,000)	Proposed Investment 2021-2022 (\$,000)	Proposed Investment 2022-2023 (\$,000)
<p>Wadawurrung Partnership</p> <p>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.</p>	Partnerships	Community engagement & partnerships Aboriginal cultural values	60	67	67
<p>Community Waterway Monitoring</p> <p>Continues the delivery of the Corangamite EstuaryWatch and Waterwatch programs, involving community volunteers in monitoring water quality to guide management decisions.</p>	Participation Waterways	Waterway & catchment health Community engagement & partnerships Aboriginal cultural values	110	-	-
<p>State-wide Waterwatch and EstuaryWatch</p> <p>Continues the delivery of state-wide Waterwatch and EstuaryWatch coordination roles for Victorian CMAs and Melbourne Water.</p>	Participation Waterways	Waterway & catchment health Community engagement & partnerships Aboriginal cultural values	79	-	-
<p>State-wide Waterway Citizen Science</p> <p>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.</p> <p>The project will fund the State-wide Citizen Science Facilitator to</p> <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	225	301	301

Community Participation	Outcome	Policy Priority Area	Proposed Investment 2020-2021 (\$,000)	Proposed Investment 2021-2022 (\$,000)	Proposed Investment 2022-2023 (\$,000)
<p>Enhancing Regional and Local Partnerships</p> <p>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 Our Catchment Our Communities work and learnings to support the:</p> <ul style="list-style-type: none"> Continuation and strengthening of the Corangamite Catchment Partnership Agreement, Development of the new 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 Our Catchments Our communities Formalisation and strengthening of partnerships with the Traditional Owners of the Corangamite Region. 	Participation Partnerships	Community engagement & Partnerships Improving performance and demonstrating outcomes	167	55	55
<p>Strategic NRM Directions for the Region</p> <p>The project will develop the next Corangamite Regional Catchment Strategy in line with guidelines developed by the Victorian Catchment Management Council (VCMC) and by appropriate engagement with partners, stakeholders and the community. The CCMA will apply a place based planning process to ensure more localised "buy-in" and ownership for planning and implementation.</p>	Participation Partnerships	Community engagement & Partnerships Improving performance and demonstrating outcomes	225	-	-
<p>Our Catchments, Our Community – Integrated NRM</p> <p>This project is driven by the Water for Victoria plan and the <i>Our Catchments, Our Communities Strategy (OCOC)</i>. This project delivers actions to implement the OCOC strategy and improve the ability of the CMA to lead integrated catchment management with the community. It will focus on better engagement and coordination of regional partners, stakeholders and the community through effective local planning processes, a regional roundtable process and improved capacity building in collaborative decision making that drives ownership and accountability and delivers on the RCS.</p>	Participation Biodiversity Waterways Partnerships	Climate change Waterway & catchment health Community engagement & partnerships Aboriginal cultural values Water for agriculture	215	-	-
Total			1,082	424	424

Biodiversity	Outcome	Policy Priority Area	Proposed Investment 2020-2021 (\$,000)	Proposed Investment 2021-2022 (\$,000)	Proposed Investment 2022-2023 (\$,000)
<p>National Landcare Program Core Services</p> <p>Provides core engagement, communication, planning and Regional Agricultural Landcare Facilitator support to the broader National Landcare Program.</p>	<p>Waterways Biodiversity Participation Partnerships Land Management CCMA Leadership</p>	<p>Climate change Waterway & catchment health Community engagement & partnerships Aboriginal cultural values</p>	457	414	414
<p>Connecting Landscapes to Biodiversity on the Victorian Volcanic Plains</p> <p>This project will build on 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), delivery of on-ground outputs on a larger scale across the three project sites through a market-based instrument (MBI) program, and providing incentives to directly target specific on-ground works that may not be addressed through an MBI.</p>	<p>Partnerships Biodiversity</p>	<p>Waterway & catchment health</p>	270	-	-
<p>Protecting Priority Threatened Species of the Corangamite Coast</p> <p>The Corangamite CMA has actively led 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.</p> <p>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 on-ground works on private land through a grants process and; incorporate Orange-bellied Parrot habitat requirements in current regional estuary mouth opening decision frameworks.</p>	<p>Waterways Planning and management Biodiversity Partnerships</p>	<p>Waterway & catchment health Community engagement & partnerships Water for agriculture Aboriginal cultural values</p>	347	366	366



Biodiversity	Outcome	Policy Priority Area	Proposed Investment 2020-2021 (\$,000)	Proposed Investment 2021-2022 (\$,000)	Proposed Investment 2022-2023 (\$,000)
<p>Western District Lakes - Ramsar Site Management</p> <p>Ramsar site coordination - overseeing and coordinating the implementation of actions on the WDL Ramsar site with a broad range of stakeholders including Parks Victoria, Australian and Victorian Government agencies, Local Government Areas, Traditional Owners, and Trust for Nature.</p>	Waterways CCMA Leadership Biodiversity Partnerships	Climate change Waterway & catchment health Community engagement & partnerships Aboriginal cultural values	19	-	-
<p>Port Phillip Bellarine - Ramsar Site Management</p> <p>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, Australian and Victorian Government agencies, Local Government Areas, Traditional Owners, and Trust for Nature.</p>	Waterways CCMA Leadership Biodiversity Partnerships	Climate change Waterway & catchment health Community engagement & partnerships Aboriginal cultural values	54	-	-
<p>Ramsar Effectiveness Monitoring</p> <p>Effectiveness monitoring on the Port Phillip Bay (Western Shoreline) and Bellarine Peninsular Ramsar Sites</p>	Waterways CCMA Leadership Biodiversity Partnerships	Climate change Waterway & catchment health Community engagement & partnerships Aboriginal cultural values	15	-	-
<p>Port Phillip Bellarine - Ramsar Site Boundary Review</p> <p>The project will engage stakeholders to ascertain their attitudes to any proposed extension of the Western Port Phillip Ramsar site as identified through an investigation by DELWP's Arthur Rylah Institute. The Corangamite CMA will manage stakeholder engagement to improve understanding of what stakeholders value about the Port Phillip West Ramsar Wetlands site and why they believe any particular wetland should be added to the site. It will also allow stakeholders to better understand the process for extending a Ramsar site boundary and what factors contribute to the decision.</p>	Waterways CCMA Leadership Biodiversity	Waterway & catchment health	18	-	-
<p>Implementation of high priority Port Phillip Bay & Bellarine Peninsula Ramsar management plan</p> <p>This project will fund Corangamite CMA to undertake high priority actions from the Port Phillip Bay (Western Shoreline) and Bellarine Peninsula Ramsar site management plan. There are two components to this project:</p> <ul style="list-style-type: none"> • Delivery of CEPA (Capacity-building, Education, Participation and Awareness) grants program across the site • Deer monitoring and control at Connewarre wetland complex. 	Waterways CCMA Leadership Biodiversity Partnerships	Climate change Waterway & catchment health Community engagement & partnerships Aboriginal cultural values	25	-	-

Biodiversity	Outcome	Policy Priority Area	Proposed Investment 2020-2021 (\$,000)	Proposed Investment 2021-2022 (\$,000)	Proposed Investment 2022-2023 (\$,000)
<p>The Australian Government's Wild Otways Initiative</p> <p>Australian Government election commitment towards threatened species management in the Jan Juc/Bells Beach, Otways and Great Ocean Road.</p>	Community benefits Biodiversity	Community engagement & partnerships	1,500	1,500	1,500
<p>Dunecare - Protecting Sand Dunes on Victoria's Iconic Surf Coast, Bellarine Peninsula and Great Ocean Road</p> <p>Australian Government election commitment focused 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 Committee, and Otway Coast Committee of Management.</p>	Community benefits Biodiversity	Community engagement & partnerships	294	375	375
Total			3,001	2,655	2,655

Partnerships are effective, diverse and deliver shared outcomes for the Corangamite 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 (\$,000)
Support key objectives of the CMA Corporate Plan including: - 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 0.4 FTE of Manager Investigations and Program Development.	Assist in the implementation of the Board's Business Growth Plan Committee recommendations.	65
Undertake Energy Audit and Develop CMA Carbon Neutrality Plan	Engage a consultant to undertake an energy audit and provide advice on the development of a Carbon Neutrality Plan for the CMA.	Provision of a roadmap to achieve carbon neutrality and contribute to the CMA's climate change objectives.	5
Developing OH&S systems and management	Implementation of a range of activities to support the outcomes of a gap analysis of our high risk to staff activities.	Improved OH&S risk management and increase staff safety	10
Portal Improvements	Continuation of an agreement between CERDI/CMA to further develop our Portals.	Increased community involvement in planning activities in the region.	70
Implement D365 Operations and Finance	This is an existing project with 6 other CMAs to upgrade our finance and payroll systems, which has been extended to October 2020.	Improved finance system (current system 2009). Microsoft Dynamics supports further integration with the CCMA's existing Microsoft systems. Payroll will be integrated and a number of manual processes will be moved online.	10
Increase engagement through increased use of digital platforms	Funding to support new initiatives in increasing our engagement in digital platforms.	Aligns with the CMA strategy of increasing communications and engagement and increasing the CMA's visibility by increased use of digital platforms for communications and knowledge sharing.	20
Information Management: Floodplain data structure update	Improvement of information storage and retrieval of floodplain documents through movement across to SharePoint online (from G drive) and a restructuring of folders to increase findability.	Align file structure to be more efficient and align with the Victorian Data Protection Standards and the CMA's system roadmap.	10
Maintenance of Corangamite Flood Portal and integration of portal to other council flood portals	Investigate opportunities to link the Corangamite Flood Portal (including maintenance/updates) to other councils.	Work in partnership with Local Government Areas (City of Greater Geelong / City of Ballarat) to merge different types of flood info into one site. This would reduce the need for the community and developers to search multiple sites for the required information.	20

Business Initiatives	Description	Benefits	Amount (\$,000)
Web Portal alignment to Regional Catchment Strategy	Alignment of Landscape Systems identified through the development of the Regional Catchment Strategy to the Natural Resource Management (NRM) Planning Portal	The development of the next Regional Catchment Strategy will utilise “systems” as opposed to “Landscape” zones to communicate community identifiable regions in which to develop strategies. The creation of new spatial layers in the NRM planning portal based on these systems will ensure alignment of the NRM planning portal with the new Regional Catchment Strategy and in turn continue to support ongoing NRM planning in our region.	30
TUFLOW model software	TUFLOW is a hydraulic modelling package that models surface water (flood) flow. It is the most commonly used hydraulic modelling package in Victoria	Will support the CMA to validate consultant made flood models, and improve flood modelling for areas such as climate change scenarios. This will support improved decision making and in turn long term protection of the regions assets.	10
Total			250

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

- Development of a new Regional Catchment Strategy
- Implementation of a new customer feedback procedure
- The review and focus on key risks to staff health and wellbeing, with particular focus on mental health and wellbeing
- 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 development of a staff working group that will identify and drive new initiatives.
- 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.
- 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

- 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
- Updating and improving the working environment of the CMA offices
- 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.

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 Fire and grazing regime
	Reduction in threats to priority flora and fauna	Pest and weed control Fencing Revegetation Engagement events
Improved waterway health	Improved health of priority waterways and their catchments	Approval advice Earthworks
	Increasing opportunities for Traditional Owner and Aboriginal communities to be respectfully engaged in waterway programs	Assessment Management agreement
	Increasing engagement with the community to identify and prioritise opportunities to deliver recreational objectives relating to the management of waterways	Fence Grazing regimes Pest animal / plant control
	Participation in the development and implementation of integrated water management plans	Vegetation Water storage Engagement event Plan / Strategy Publication Partnership
Sustainable land management	Increasing number of land managers participating in sustainable land and water management practices	Assessments Grazing regime
	Demonstrated active partnerships in delivering integrated land management projects	Fence Pest animal / plant control Water storage Vegetation Fire regime Events Partnerships
Partnerships are effective, diverse and delivering shared outcomes	90% of stakeholders rating overall satisfaction with the Corangamite CMA at "Satisfactory" or better	Plan / Strategy Partnerships
	Healthy communities and supporting resilient environments	
	Increasing planning and delivery of integrated catchment projects with partners	
Increased breadth and depth of participation	Demonstrated strong community engagement focus in work undertaken by the CMA	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	
	Effective engagement and opportunities with Traditional Owners	
Increased resilience and adaptation of natural assets to climate change	Demonstrated progress in implementing adaptation programs	Not applicable*
	Active investigation into new opportunities to sequester carbon	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
	Increase in the information available and its timely delivery to partners, community and investors	Not applicable*

03. future challenges and opportunities

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

3.1 COVID-19: IMPACTS, ACTIONS AND INITIATIVES

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 have activated the stage 2 targeted response of our Action Plan and continue to follow direction and advice from the Victorian Government and the Victorian Chief Medical Officer.

On a positive note overall, we have been able to successfully continue to implement the majority of program activities utilising virtual mediums where possible or where social distancing can be safely achieved.

There have been some activities involving community engagement and on-ground activities that would have required close physical proximity that could not be undertaken in an alternate way. Where this has been the case, we have postponed those activities and have advised our investors regarding these impacts.

During the restricted period, face to face public meetings have been replaced with virtual meetings and the offices have been closed to the public. There has been increased focus on connecting with our Landcare networks and citizen science volunteers via a range of digital platforms, with regular online meetings, newsletters and webinars, and encouraging use of backyard citizen science apps. We have also continued to provide regular updates to our staff and stakeholders whilst continuing to deliver programs virtually or on-ground where appropriate social distancing can take place.

Approximately 90% of our staff have been working from home in a relatively seamless manner thanks to the investment in ICT over the previous two years which supports flexible working. Technology such as Microsoft Teams has allowed us to maintain regular contact with our staff, community, contractors and other agencies. We have been able to successfully run Board and Committee meetings remotely and successfully ran the Corporate Planning workshop with Board and staff members via Teams.

Strong relationships with landholders have allowed in most instances the continuation of on-ground works with little need for the landholder to be physically present.

We have introduced increased signage and communications around the Barwon through Geelong parklands to inform the community in relation to meeting government social distancing requirements and have closed at risk infrastructure. Planned events have been cancelled in line with restrictions.

Over the period of COVID-19 we have been continuing to monitor staff wellbeing 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
- Reviewing controls in relation to landholder interactions
- Undertaking a staff survey regarding the Corangamite CMA response to COVID-19 including how we can continue to support staff. As part of this survey we also asked staff for what has worked well and what we should continue post easing of restrictions.
 - Regular communication to staff from the CEO, including reminders around hygiene and also discussing mental health including support available (e.g. Employee Assistance Program)
 - Management will be investigating the greater use of virtual meetings and the flexibility of working from home options whilst maintaining frontline services.

3.2 MAJOR BUSINESS RISKS, CHALLENGES & OPPORTUNITIES

It has 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. 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 (page 36), however those challenges can also present opportunities.

Challenges	Opportunities
<p>Funding models and arrangements are constantly changing and will be further impacted post COVID-19.</p>	<p>Access funding aimed at rebuilding 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 corporations, farmers and investors to create mutually beneficial projects that support their needs and attract new funding.</p> <p>Develop “shelf” ready projects based on NRM Planning Portal, community input and staff knowledge of region.</p> <p>Target funding for our internationally significant Ramsar wetlands.</p> <p>Target funding that supports recreational activities.</p> <p>Record and report through the business strategy reporting, co-investment of land managers and partners to support grant and tender evaluation and support future funding bids.</p> <p>Develop our programs in a place-based approach to seek leveraging of program/project funding we receive to bolster outcomes.</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>Climate change will impact on our natural assets and will change land use practices and how water is managed.</p>	<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 development of new Regional Catchment Strategy.</p> <p>Work closely with other agencies to co-ordinate our climate change activities to improve outcomes.</p> <p>Establish clearly 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 a Carbon Neutrality Plan for the Corangamite CMA's operations.</p> <p>Implement actions from the Corangamite NRM Plan for Climate Change.</p> <p>Purchase and use of TURFLOW software to support climate change modelling around coastal inundation.</p>
<p>Extreme events, drought and bushfires will impact on the region's biodiversity and catchment health.</p>	<p>Promote the Corangamite CMA's role in supporting drought resilience and bushfire recovery.</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>

Challenges	Opportunities
<p>Environmental protection and natural resource management face significant competition for the time and attention of the community. The CCMA is not always visible in its activities.</p>	<p>Increase employee skills in communication/extension via social media, for example short video production, podcasts, webinars, video conferencing, video workshops.</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 as a key message land stewardship where communities 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>Communication, data management and knowledge management are dependent on technologies that are changing rapidly.</p>	<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.</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>Review the CMA's 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>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>	<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. This includes engagement skills that support community members under stress or with mental health issues.</p> <p>Review and renew OHS focus on key risk areas including mental health and wellbeing.</p>
<p>Water availability is becoming scarce resulting in increasing competition for use and pollution issues.</p>	<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 process due to commence in 2020.</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.</p> <p>Utilise technology to improve monitoring and lower cost.</p> <p>Consider and plan for temporary transfers.</p> <p>Incorporate into planning for next Regional Catchment Strategy.</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>

Challenges	Opportunities
<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>	<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>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>	<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>Review and renew OHS focus on key risk areas including mental health and wellbeing.</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
- Systems and process, including information and communication technologies
- Cybersecurity
- 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 will set 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 wellbeing 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 captures 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 5 risks identified by the Corangamite CMA are:

1. Injury to staff, contractors, volunteers, general public or visitors impacting on individual wellbeing.
2. Failure to engage and plan for climate change will reduce the long-term benefits of our activities.
3. Inability to positively compete for the attention of the region's community limits the ability to increase engagement.
4. The Corangamite CMA leadership role is eroded by a lack of positive leadership actions and community trust.
5. Inability to work effectively and collaboratively with other agencies/partners limits the ability to identify and mitigate government risk and achieve coordinated outcomes.

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 2020-21 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	Investor Program Reference	Carry-Forward from last year	Income (\$000)			PROGRAM TOTAL	Expenditure (\$000)	PROGRAM TOTAL	Carry-over to next year
			State Government Funding	Commonwealth Government Funding	Other Funding				
Biodiversity	S1, S2, S3, S5, S6, S22, C1, C2, C4, C6	263	208	2,699	0	3,170	3,001	169	
Community Participation	O1, S8, S11, S19, S36, S38, S39	415	416	0	64	896	1,082	-186	
Land Health	S15, S17, S33, C3, C5	100	684	1,156	0	1,940	1,768	172	
Water	S4, S7, S9, S10, S12, S13, S14, S16, S18, S20, S21, S23, S24, S25, S26, S27, S28, S29, S30, S31, S32, S34, S35, S37, S40, S41, S42, S40/O3	2,310	5,421	0	130	7,861	5,918	1,943	
Total		3,088	6,730	3,855	194	13,866	11,768	2,098	

Healthy
resilient and
biodiverse
environment



4.2 OPERATING STATEMENT

2019-2024 Corporate Plan Forecast		Corporate Plan	Corporate Plan	Corporate Plan
		2020-2025	2020-2025	2020-2025
2019-2020		2020-2021	2021-2022	2022-2023
(\$,000)		(\$,000)	(\$,000)	(\$,000)
-	Revenue	-	-	-
-	Local	-	-	-
90	Interest	50	50	50
551	Other	256	259	620
641	Total Local Revenue	306	309	670
-	Grants	-	-	-
6,832	State	8,437	7,680	7,467
1,853	Federal	3,855	3,794	3,794
8,685	Total Grants Revenue	12,292	11,473	11,260
9,326	Total Revenue	12,598	11,782	11,930
-	Expenditure	-	-	-
-	Governance and Operations	-	-	-
927	Depreciation	887	893	893
3,081	Operations	3,135	2,819	2,845
12,060	Strategic Programs	9,798	8,380	8,720
16,068	Total Expenditure	13,820	12,093	12,458
(6,742)	Operating Surplus (Deficit)	(1,221)	(310)	(528)



4.3 CASH FLOW STATEMENT

2019-2024 Corporate Plan Forecast		Corporate Plan 2020-2025	Corporate Plan 2020-2025	Corporate Plan 2020-2025
2019-2020		2020-2021	2021-2022	2022-2023
(\$,000)		(\$,000)	(\$,000)	(\$,000)
-	Receipts from Operating activities	-	-	-
-	Other	-	-	-
90	Interest	50	50	50
551	Other	256	259	620
641	Total Other Revenue	306	309	670
-	Grants	-	-	-
6,832	State	8,437	7,680	7,467
1,853	Federal	3,855	3,794	3,794
8,685	Total Grants Revenue	12,292	11,473	11,260
-	Revenue Recognition Adjustment	-864	-311	213
10,235	Total Cash Received (1)	11,734	11,471	12,143
-	Cash Payments	-	-	-
3,081	Governance and Operations	3,135	2,819	2,845
12,060	Programs	9,872	8,477	8,840
300	Other (Capital Assets Purchase - Net of Sale)	150	150	150
15,441	Total Cash Payments (2)	13,157	11,447	11,835
-5,206	Net Cash Changes (1)-(2)	-1,423	25	308
5,345	Closing cash position	6,370	6,395	6,703



4.4 BALANCE SHEET

2019-2024 Corporate Plan Forecast		Corporate Plan	Corporate Plan	Corporate Plan
		2020-2025	2020-2025	2020-2025
2019-2020		2020-2021	2021-2022	2022-2023
(\$,000)		(\$,000)	(\$,000)	(\$,000)
-	Assets	-	-	-
-	Current	-	-	-
6,076	Cash & Cash Equivalents	6,370	6,395	6,703
372	Receivables	900	900	900
6,448	Total Current Assets	7,270	7,295	7,603
-	Non Current	-	-	-
-	Fixed Assets	-	-	-
39,692	At Cost	42,130	42,280	42,430
3,423	Less Accumulated Depreciation	4,463	5,356	6,249
36,269	Written down Value	37,667	36,924	36,181
36,269	Total Non-Current Assets	37,667	36,924	36,181
42,717	Total Assets (1-2)	44,938	44,219	43,784
-	Liabilities	-	-	-
-	Current	-	-	-
0	Contract Liability (Sales of Goods and Services) AASB15	2,098	1,787	2,000
982	Creditors and Accruals	1,100	1,100	1,100
428	Provisions – current	730	767	805
0	Lease Liability- current	51	51	51
1,410	Total Current Liabilities	3,979	3,705	3,956
-	Non Current	-	-	-
105	Provisions – non current	125	106	125
	Lease liability - non current	173	122	71
105	Total Non-Current Liabilities	298	228	196
1,515	Total Liabilities (2)	4,277	3,933	4,152
41,202	Net Assets (1)-(2)	40,660	40,286	39,632
41,202	Total Equity	40,660	40,286	39,632

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 \$150K for 2020-21, with the assets to be funded outlined below:

Asset	Description	Benefits	Amount (\$000)
D365 Implementation	This is an existing project with 6 other CMAs to go live in October 2020 to upgrade our Finance and Payroll systems.	Improved Finance system (current system 2009). As it is microsoft dynamics it supports further integration with other microsoft systems we have. Payroll will be integrated which will create efficiencies in payroll processing and there are expected administration efficiencies as manual HR and Finance processes are brought online.	90
Asset Activities to assist Corangamite CMA move to Carbon Neutrality	Priority activities identified from external review of energy and water consumption and carbon neutrality plan to assist the CMA meet its Carbon Neutrality objectives.	Reduced Carbon and Environmental footprint.	25
Updating the education trailer	Replace tired education trailer to be built into a valuable resource for schools, support broader community engagement and education.	Increased community engagement.	10
Digital SLR Camera	Replace 2011 Nikon DSLR with a new model - camera body and lens.	For producing professional content in-house - both still photography and video. Currently a staff member uses their own DSLR for CCMA work as the CCMA camera produces substandard photos and the video recording function is broken.	5
Facility Upgrades	Facility upgrades at Geelong and Colac Office in line with OH&S and Engagement strategies.	Reduction in OH&S facility risk and increased community engagement.	20
Total			150

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 \$14.5M 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 less than 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 2020-21, the Business Growth Board Subcommittee will 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 becomes 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 2020-21 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 2020-21 in accordance with its By-Laws 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 2015-16, 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 2016 within the financial statements in accordance with the Valuer-General review and in June 2019 undertook a further management revaluation.

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 Government Sector Executive Remuneration Panel (GSERP) 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 indicative EC5 funding provided by DELWP as part of the first stage of EC5 bids
- Income from the Australian Government is based upon approved 4-year projects in the National Landcare Program
- 2020-2021 expenditure is based upon a detailed build-up of individual project expenditure including EC5 short form proposals. Outer year expenditure is based upon known project expenditure and projections based upon historical trends. 2020-21 expenditure also assumes DEWLP agreement to variations to EC4 funding to support program delivery until EC5 outcomes are notified in late 2020.
- 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	LiDAR	Light Detection and Ranging
BR	Bellarine Peninsula	MBI	Market Based Instrument
CaLP Act	<i>Catchment and Land Protection Act 1994</i>	MERI	Monitoring, Evaluation, Reporting and Improvement
CCMA	Corangamite Catchment Management Authority	MoU	Memorandum of Understanding
CEN	Community Engagement Network	NRM	Natural Resource Management
CEO	Chief Executive Officer	OCOC	<i>Our Catchment Our Communities</i>
CEPA	Capacity-building, Education, Participation and Awareness	OHS	Occupational Health & Safety
CERDI	Centre for eResearch and Digital Innovation	PPB	Port Phillip Bellarine
CMA	Catchment Management Authority	RCS	Regional Catchment Strategy
DELWP	Department of Environment, Land, Water and Planning	RFMS	Regional Floodplain Management Strategy
DJPR	Department of Jobs, Precincts and Regions	RLC	Regional Landcare Coordinator
EC5	Environmental Levy Funding Tranche 5	VAGO	Victorian Auditor General's Office
EEMSS	Estuary Entrance Management Support System	VCMC	Victorian Catchment Management Council
EPBC	<i>Environment Protection and Biodiversity Conservation Act</i>	VVP	Victorian Volcanic Plain
FRD	Financial Reporting Direction	WDL	Western District Lakes
GSERP	Government Sector Executive Remuneration Plan	WS	Western Shoreline
ICM	Integrated Catchment Management	WYDS	Woody Yaloak Diversion Scheme
ICT	Information and Communication Technology	YPP	Yarra Pigmy Perch
LCDS	Lough Calvert Drainage Scheme		

06. more information

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

To download this plan please go to:
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APPENDIX 1 - INCOME ASSUMPTIONS

Funders program code	Department	Program title	Carry-forward total (\$000)	Income total (\$000)
State Government				
S1	Department of Environment, Land, Water and Planning	Ramsar Site Management - Port Phillip Bay	54	0
S2	Department of Environment, Land, Water and Planning	Ramsar Effectiveness Monitoring	15	0
S3	Department of Environment, Land, Water and Planning	Port Phillip Bay Ramsar Boundary Review	18	0
S4	Department of Environment, Land, Water and Planning	Corangamite CMA Rural Drainage Support	29	0
S5	Department of Environment, Land, Water and Planning	Ramsar Site Management - Western District Lakes	19	0
S6	Department of Environment, Land, Water and Planning	Implementation of high priority Port Phillip Bay & Bellarine Peninsula Ramsar management plan	25	0
S7	Department of Environment, Land, Water and Planning	Corangamite Environmental Water Management 2016-2020	79	0
S8	Department of Environment, Land, Water and Planning	State-wide EstuaryWatch and Waterwatch	79	0
S9	Department of Environment, Land, Water and Planning	Flood Mapping- Woody Yaloak & Lough Calvert Drainage Schemes	97	0
S10	Department of Environment, Land, Water and Planning	<i>Disaster Recovery Actions for Barwon South-West Fires</i>	103	0
S11	Department of Environment, Land, Water and Planning	Corangamite Community Waterway Monitoring	110	0
S12	Department of Environment, Land, Water and Planning	Mitigation of Priority Asset Risks WYDS and LCDS	162	0
S13	Department of Environment, Land, Water and Planning	<i>Corangamite Caretaker of Waterway Health 2016-2020</i>	78	0
S14	Department of Environment, Land, Water and Planning	Reedy Lake Outlet (construction)	93	0
S15	Department of Environment, Land, Water and Planning	Regional Landcare Coordination 2019-20	0	176
S16	Department of Environment, Land, Water and Planning	Otway & Coastal Waterway Restoration 2016-2020	190	0
S17	Department of Environment, Land, Water and Planning	Victorian Landcare Grants in Corangamite 2019-20	0	190
S18	Department of Environment, Land, Water and Planning	Regional Drainage Scheme Management 2016-2020	107	0
S19	Department of Environment, Land, Water and Planning	Our Catchments Our Communities - Integrated NRM	215	0

Funders program code	Department	Program title	Carry-forward total (\$000)	Income total (\$000)
S20	Department of Environment, Land, Water and Planning	Barwon Tidal Barrage Upgrade/Construction	240	0
S21	Department of Environment, Land, Water and Planning	Floodplain Waterway Statutory Functions 2016-2020	50	0
S22	Department of Environment, Land, Water and Planning	Connecting Landscapes to Biodiversity on the VVP	139	208
S23	Department of Environment, Land, Water and Planning	Management of the Barwon through Geelong 2016-2020	170	0
S24	Department of Environment, Land, Water and Planning	Construction of Lower Barwon Barrage Fishway	93	0
S25	Department of Environment, Land, Water and Planning	Barwon & Corangamite Waterway Restoration 2016-2020	517	0
S26	Department of Environment, Land, Water and Planning	Delivering on our Statutory Functions - Floodplain Management	0	573
S27	Department of Environment, Land, Water and Planning	Delivering on our Statutory Functions - Estuary permits and regulation	0	323
S28	Department of Environment, Land, Water and Planning	Delivering on our Statutory Functions - Woody Yaloak Diversion Scheme and Lough Calvert Drainage Scheme	0	283
S29	Department of Environment, Land, Water and Planning	Delivering on our Statutory Functions - Caretaker of Waterway Health	0	349
S30	Department of Environment, Land, Water and Planning	Delivering on our Statutory Functions - Barwon through Geelong	0	882
S31	Department of Environment, Land, Water and Planning	Lakes and Wetlands Complex of the South West	0	405
S32	Department of Environment, Land, Water and Planning	City to Sea - Lower Barwon River and Ramsar Wetlands	0	564
S33	Department of Environment, Land, Water and Planning	Small blocks, big dreams: Engaging peri-urban landholders in best practice integrated catchment management.	0	318
S34	Department of Environment, Land, Water and Planning	Surf Coast and Otways Restoration	0	160
S35	Department of Environment, Land, Water and Planning	River of Gold - the Yarrowee-Leigh River system	0	112
S36	Department of Environment, Land, Water and Planning	State-wide Waterway Citizen Science	0	285
S37	Department of Environment, Land, Water and Planning	Delivering ICM for the Gellibrand	0	236
S38	Department of Environment, Land, Water and Planning	Enhancing Regional and Local Partnerships	0	79
S39	Department of Environment, Land, Water and Planning	Strategic NRM Directions for the Region	0	53

Funders program code	Department	Program title	Carry-forward total (\$000)	Income total (\$000)
S40	Department of Environment, Land, Water and Planning	Implementation of Regional Floodplain Management Strategy	0	150
S41	Department of Environment, Land, Water and Planning	The Living Moorabool Flagship Project	0	415
S42	Department of Environment, Land, Water and Planning	Upper Barwon Flagship Project	0	470
S40, O3	Department of Environment, Land, Water and Planning / Other	Future Integrated Catchment Works - DELWP Funded	237	500
Sub-total			2,918	6,730
Australian Government				
C1	Department of Agriculture, Water and the Environment	Protecting Sand Dunes on Victoria's Great Ocean Road and the Bellarine Peninsula	0	375
C2	Department of Agriculture, Water and the Environment	Protecting Priority Threatened Species of the Corangamite Coast	-8	366
C3	Department of Agriculture, Water and the Environment	Improving On-Farm Soil, Vegetation and Biodiversity for larger agricultural enterprises in the Corangamite Management Unit	47	370
C4	Department of Agriculture, Water and the Environment	National Landcare Program Core Services	0	457
C5	Department of Agriculture, Water and the Environment	Protecting the Victorian Volcanic Plains	52	786
C6	Department of Agriculture, Water and the Environment	The Australian Government's Wild Otways Initiative	0	1,500
Sub-total			92	3,855
Other				
O1	Various	NRM Aboriginal Project Officer - Partner Contribution	11	64
O2	Various	The Living Moorabool	66	130
Sub-total			78	194
Total			3,088	10,779

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	Corangamite CMA 'understanding needs and issues' (% good/excellent) 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 # of 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/Partnership Agreements
Increase partnerships	# MOU/Partnership Agreements # 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
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

Strategy	Indicators
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	# MOU/Partnership Agreements \$ 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. \$ Residual Financial Reserve maintained # Audit recommendations actioned by due date # Policies and procedures past review

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