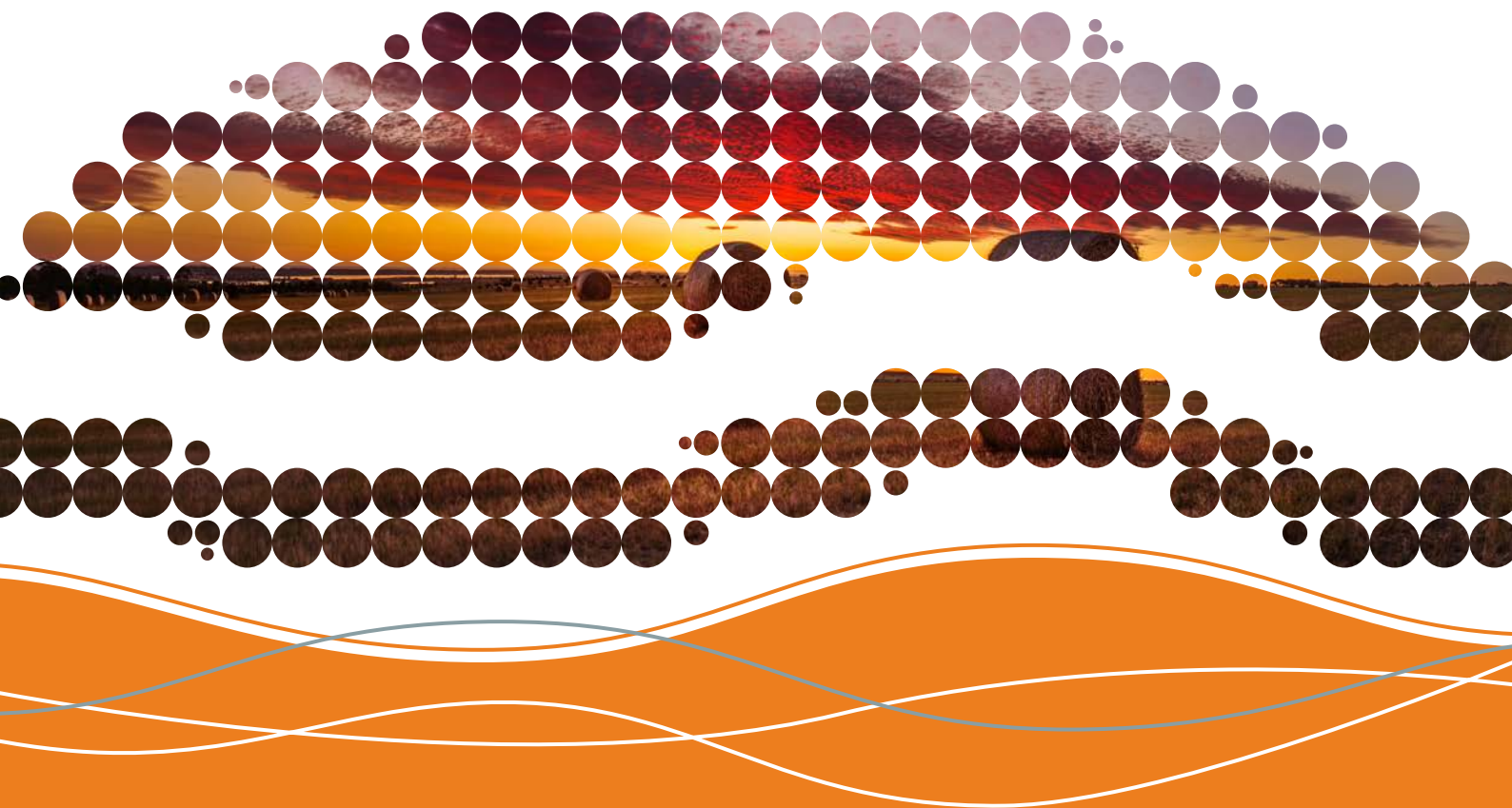


CORANGAMITE CMA

# Corporate Plan

2022-2027



CORANGAMITE CMA

## Corangamite CMA Vision:

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

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# Chair'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 2022-2027 Corporate Plan.**

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

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

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

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

- Delivered events and provided waterway information and activities to over 7,443 community participants
- Supported over 4,247 hectares of weed control and 33 kilometres of fencing
- Distributed over \$1.2 million to support on ground works and community engagement activities
- Supported over 107 volunteer citizen scientists to remain engaged and connected during COVID-19 restrictions and then return to monitoring to inform estuarine/catchment management through the Corangamite CMA's Waterwatch and EstuaryWatch programs
- Supported the protection of waterway infrastructure through the processing of more than 1,346 requests for flood advice, planning referrals and works on waterways permits
- Supported the Geelong community and its recreational values through the management of the Barwon River and associated parklands through Geelong.

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

In 2021-2022 The Corangamite CMA worked closely with the Community and Partner Agencies to review and update the Corangamite Regional Catchment Strategy (RCS). The RCS is a high-level blueprint for catchment health. It provides a strategic, integrated framework for natural resource management in the Corangamite Catchment Management Authority's region of Victoria. It identifies desired regional outcomes and priorities, as well as describing an approach for further inclusion of local priorities. It is an overarching strategic framework for action. This and future Corporate Plans will strongly support the implementation of the RCS.

In February 2022, the Corangamite CMA Board endorsed the CMA's Carbon Neutrality Action Plan. The Plan outlines our commitment to tackling the challenge of Climate Change by promoting regional Climate Change adaptation and mitigation programs and reaching net zero greenhouse gas emissions for our own operations by 2024. Our approach to Climate Change will be one of leadership both in terms of taking and leading action.

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



Cath Jenkins  
Chair



In 2021 the  
Corangamite CMA  
distributed over  
**\$1.2 million**  
to support on ground works and  
community engagement  
activities

# What is the Corporate Plan?

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

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

## Corangamite CMA Planning Framework:



# 01. Business Direction

## 1.1 WHAT ARE CATCHMENTS AND WHY ARE THEY IMPORTANT?

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

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

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

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

Without good management, the fertility and health of our soils will deteriorate, less water will flow down our rivers and streams and the water quality will decline, there will be less natural biodiversity and more weeds and feral animals.

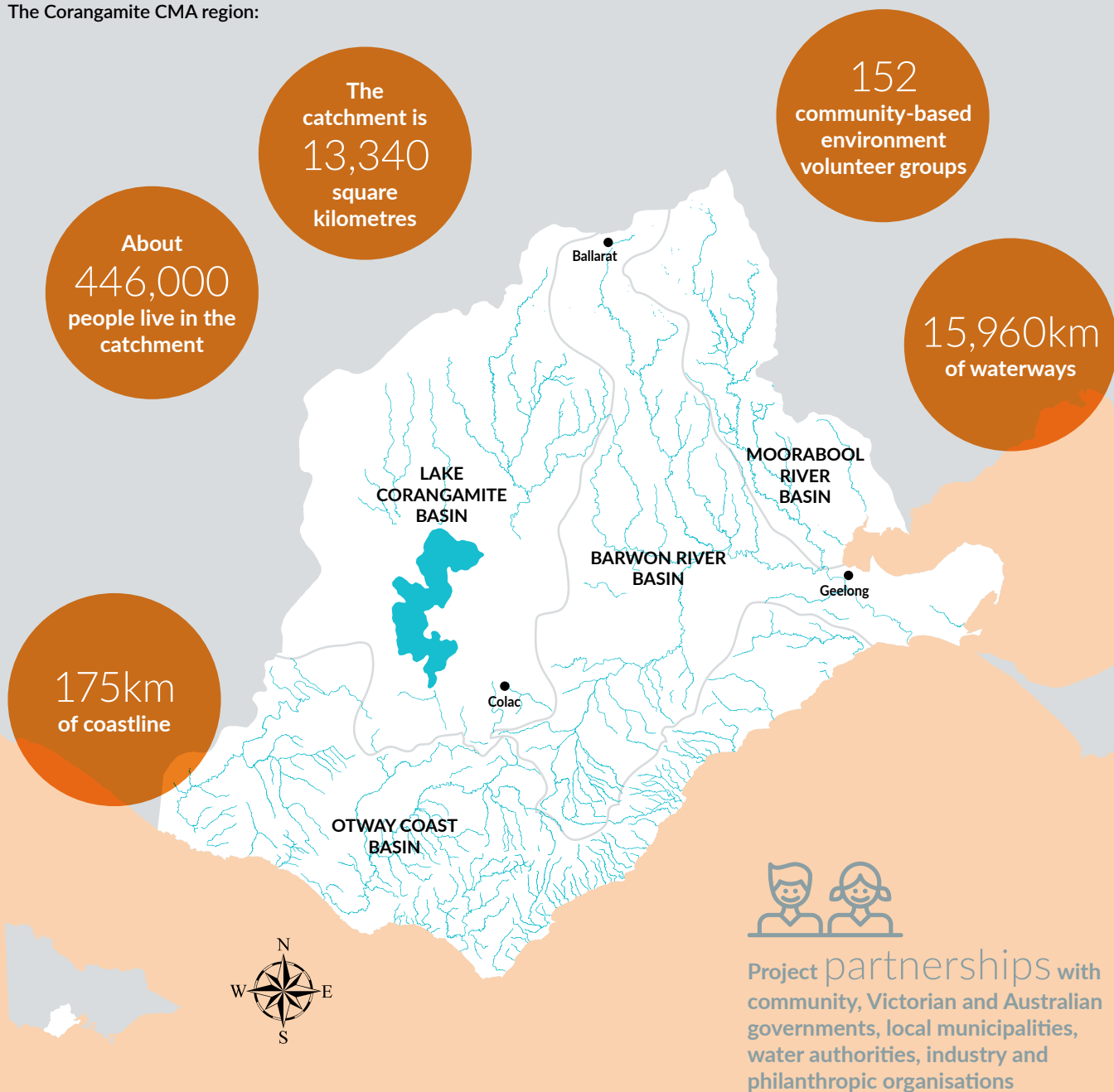
Our catchments have particular significance for Aboriginal Traditional Owners of the Corangamite region. Traditional Owners have strong spiritual and cultural connections to the catchments and have relied on, utilised and managed the catchments for economic, social, physical and cultural health for tens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

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

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



The Corangamite CMA region:



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

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

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

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

- Moorabool
- Barwon
- Lake Corangamite
- Otway Coast.

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

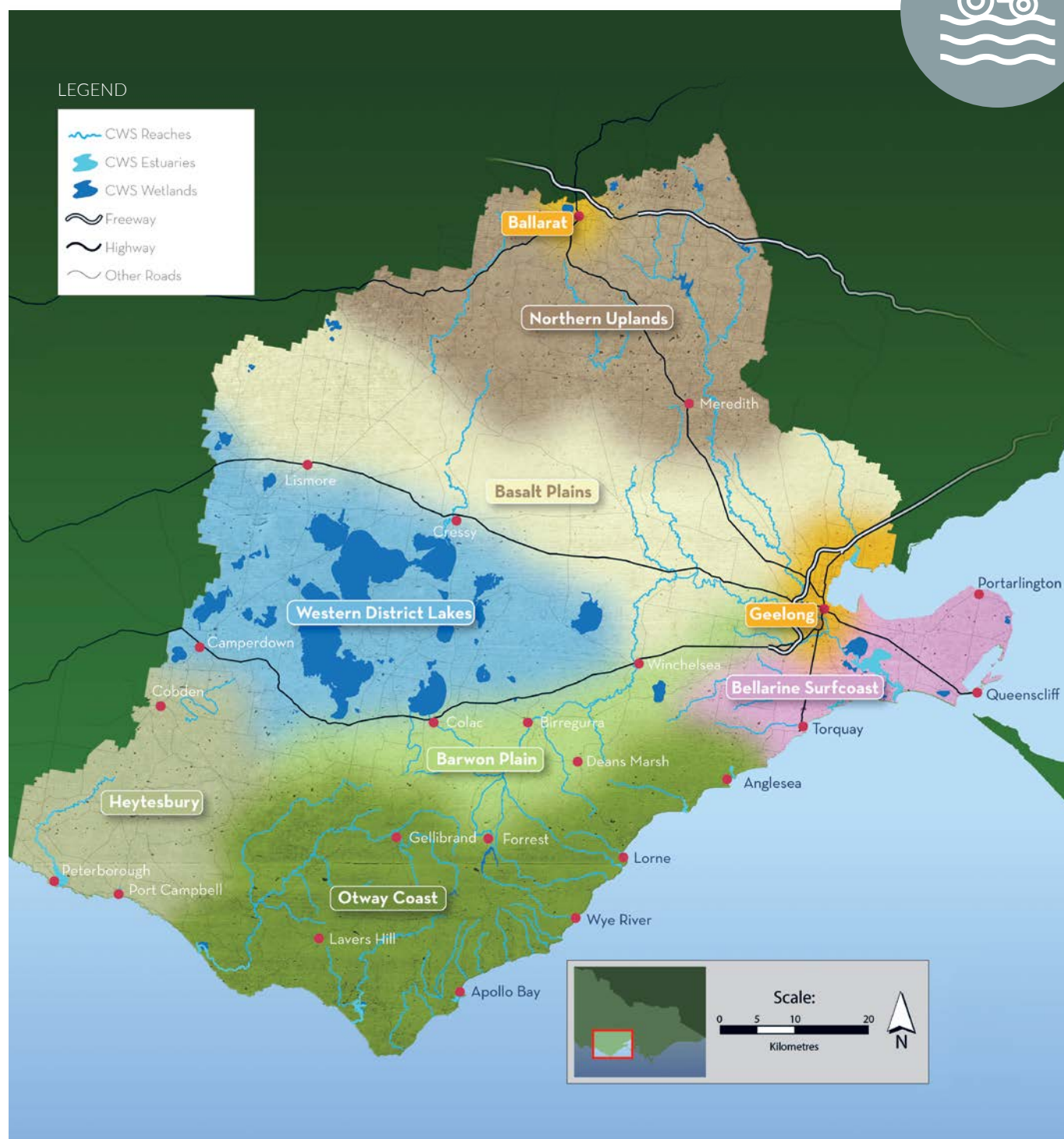


The Corangamite region is a large and diverse area ranging from Ballarat in the north to Geelong in the east to Camperdown in the west. The diversity of the landscapes, land use, climate and people across this area requires different management approaches to cope with this diversity.

Within these local areas consideration of important matters such as planning; land use change; landscape values; Climate Change; sustainable agriculture; water and land use planning; resilient and

livable cities and towns; recreational use; demographic changes and so on need to be considered and, where necessary, addressed.

To meet the needs of this diversity, nine sub-regional areas (landscape systems) have been identified through the RCS development process and will provide the basis of localised, integrated action. Below is a map of the Corangamite region's Landscape Systems.



## 1.2 OUR VISION FOR THE CORANGAMITE REGION

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

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

As such our vision for the Corangamite region is:

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

## 1.3 OUR PURPOSE

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

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

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

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

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

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

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

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

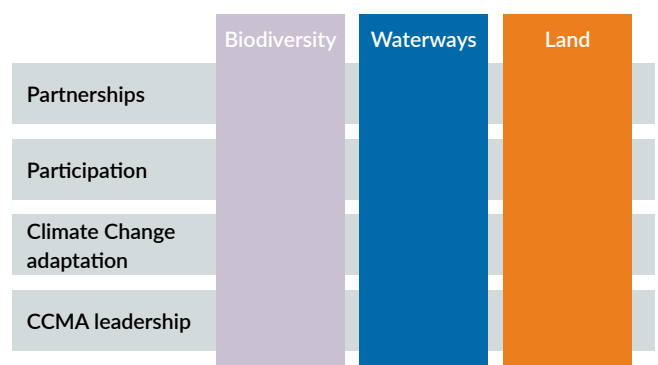
Our purpose is:

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

## 1.4 OUTCOMES

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

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





### Healthy resilient and biodiverse environment

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

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

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

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

The Corangamite CMA will continue to:

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

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

The Corangamite CMA will continue to:

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

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

The Corangamite CMA will continue to:

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

### Increased resilience and adaptation of natural assets to Climate Change

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

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

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

The Corangamite CMA will continue to:

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

The Minister for Water has outlined nine priority government policy areas for Catchment Management Authorities to address which align to the outcomes shown on page 10.

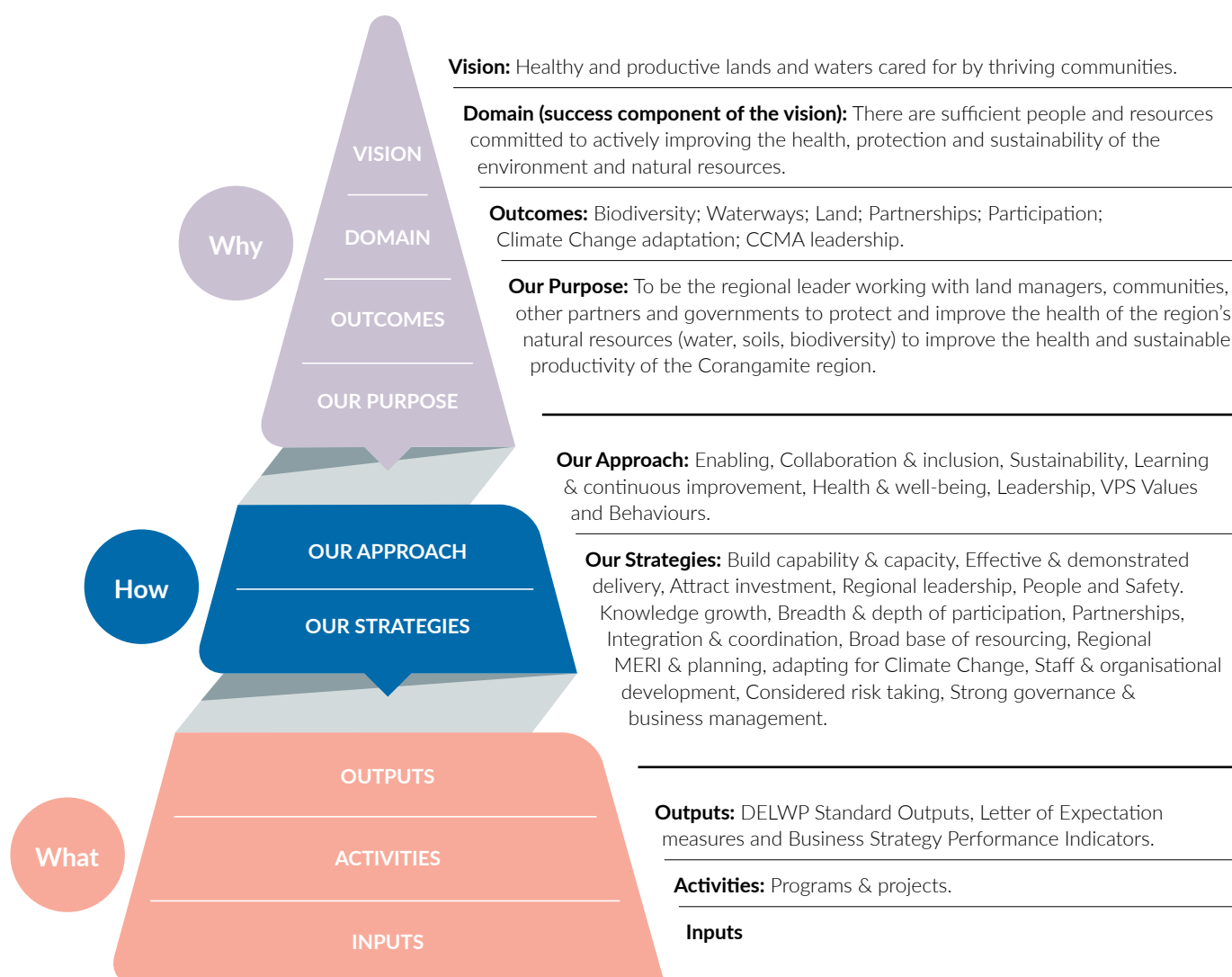
Wild Otways Initiative  
- Community grants  
program to protect  
and restore native  
plants, wildlife and  
coastal environments



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

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

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



## 1.5 OUR APPROACHES AND OUR VALUES AND BEHAVIOURS

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

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

### Enabling

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

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

### Collaboration and inclusion

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

We recognise that it will be through multi agency co-operation that we will be able to support and address catchment health issues in our region. This requires us to actively build relationships and agreements with these Agencies to achieve the best outcomes.

### Sustainability

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

This will include moving towards Carbon Neutrality and ensuring our procurement practices consider impacts on the environment.

### Learning and continuous improvement

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

We also believe that our own personal learning and continuous improvement is critical for our performance, growth and development.

### Health and well-being

A healthy catchment both supports and is dependent on healthy communities and, through our work, we aim to improve both. We also recognise that a healthy and successful Corangamite CMA is dependent on and needs to support healthy staff and Board members. We aim to have a workplace and relationships that care for the health of our team and enhance their wellbeing.

We recognise the importance of Mental Health and wellbeing and have adopted the Victorian Public Sector Mental Health and Wellbeing Charter.

### Leadership

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

We will also demonstrate personal leadership at all times and at all levels.

### Values and Behaviours

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

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

- **Accountability**

- working to clear objectives in a transparent manner
- accepting responsibility for decisions and actions
- seeking to achieve best use of resources
- submitting to appropriate scrutiny.

- **Respect**

- treating others fairly and objectively
- ensuring freedom from discrimination, harassment and bullying
- using the views of others to improve outcomes on an ongoing basis.

- **Human Rights**

- making decisions and providing advice consistent with human rights
- actively implementing, promoting and supporting human rights.

- **Leadership**

- actively implementing, promoting and supporting these values.

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.

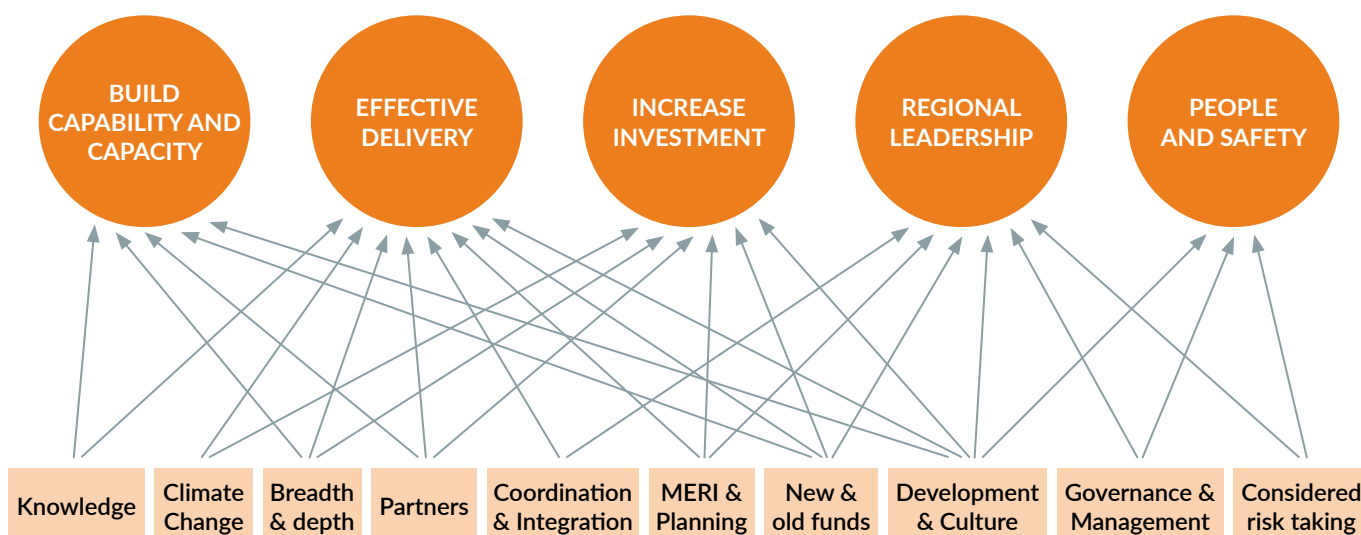
The Corangamite CMA will track its progress of meeting its business strategies through the reporting of project related DELWP standard outputs as well as the business strategy performance indicators. These indicators will be monitored by the Board and Management of the CMA throughout the year. The indicators are outlined in Appendix 2 (page 55).

## 1.6 BUSINESS STRATEGIES

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

- Build the capability and capacity within the Corangamite CMA and broader community to deliver effective environmental, recreational and integrated catchment management solutions
- Continually improve the effectiveness and efficiency of project delivery and the ability to demonstrate it
- Attract additional investment to environmental and integrated catchment management in the region (cash and co-investment)
- Build the reputation of the Corangamite CMA as a regional leader in environmental and natural resource management
- Developing and supporting People and Safety.

### Business Strategies:



## 1.7 GOVERNANCE AND PLANNING

### 1.7.1 Governance

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

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

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

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

### 1.7.2 Reporting structure

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

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

In addition to the Corporate Plan 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 achievement of natural resource management outcomes.
- **Business Growth Committee**  
Develop and monitor the Business Growth Plan of the Corangamite CMA. The Business Growth plan focuses on opportunities to increase investment to improve waterway health, mitigate the risks of Climate Change and support biodiversity.





### 1.7.4 Organisational structure

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

The structure is shown below:



## 02. Planned Programs, Services and Infrastructure Delivery

### 2.1 BUSINESS UNDERTAKINGS

The main business of the Corangamite CMA is to work with land managers (including farmers, companies and peri-urban and urban landowners), communities, Traditional Owners, other partners and governments to protect and improve the health of the region's natural resources (water, soils, biodiversity) to improve the health and sustainable productivity of the Corangamite region.

In doing so, it seeks to plan for and mitigate against the impacts of Climate Change and maintain the region's biodiversity.

We do this through our functions of:

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

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

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

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



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

- **The community**

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

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

- **Traditional Owners**

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

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

- **Australian and Victorian Government departments**

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

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

- **Farmers**

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

- **Industry Groups**

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

- **Landcare and community action groups**

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

- **Peri-urban land managers**

We will provide opportunities for knowledge transfer and support land stewardship. The Small Blocks Big Dreams OCOC project will help inform this approach.

- **Urban land managers**

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

- **Local government**

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

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

- **Developers**

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

- **Water corporations**

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

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

- **Community citizen science and landcare volunteers**

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

- **Other government departments**

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

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

- **Universities**

We will continue to engage with universities to:

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

- **Technical specialists**

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

- **Land covenant organisations**

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

- **Carbon offset market brokers**

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

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

## 2.2 PROGRAMS AND PROJECTS

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

The investment in 2022-23 reflects the higher expenditure expected due to:

- First full year of EC5 projects following extension planning and project initiation in 2021-22
- Final year of Australian Government Regional Land Partnership, Environment Restoration Fund and Fisheries Habitat Restoration Program Projects.

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.

In December 2021, funding agreements for Environmental Contribution Levy funding tranche 5 (EC5) were finalised and

funding confirmed for the 2021-22 to 2023-24 years. For the EC5 projects, the Corangamite CMA has adjusted its approach and developed projects based upon landscape zones (regions) to better focus and acknowledge diversity in landscapes and different issues and challenges. This aligns tightly with our new RCS approach. This funding for EC5 represents a significant investment by the Victorian Government in the region and the projects are outlined below.

The Australian Government has likewise contributed significant funding to the region through the National Landcare Program and the Environment Restoration Fund. 2022-23 sees the final year of the existing projects and this year we will spend time evaluating the outcomes of these projects and work with the Australian Government and other partners to identify possible projects going forward. As such at this point an assumption has been made for Australian Government Funding from 2023-24 and 2024-25 that only 3 projects will be awarded at the average current funding for these projects.

Water	Outcome	Policy Priority Area	Proposed Investment 2022-2023 (\$,000)	Proposed Investment 2023-2024 (\$,000)	Proposed Investment 2024-2025 (\$,000)
<b>Curdies Estuary Fish Habitat Restoration Project</b> The Curdies River and estuary is a destination waterway for angling species such as Black Bream and Estuary Perch in south-west Victoria, close to Warrnambool. The performance of the recreational fisheries is consistent, though limited by lack of instream woody fish habitat. More fish habitat, augmented by angler input and scientific evidence, is needed to materially improve the performance of this fishery. The Curdies Estuary Fish Habitat Restoration Project aims to improve estuarine habitat for native fish and native angling species such as Black Bream in the estuary from immediately upstream of Curdievale to Peterborough (approximately 17km). This will be achieved through engaging with local anglers in planning, implementing and monitoring the outcomes of on-ground works such riparian habitat restoration, weed management and instream habitat creation.	Waterways Planning and management Community benefits Partnerships Participation and investment	Waterway & catchment health Community engagement & partnerships Recreational values	158	-	-
<b>Barwon Estuary Fish Habitat Restoration Project</b> The Barwon River and Estuary is at the heart of burgeoning Geelong and is popular for fishing, paddling, and rowing. The performance of recreational fisheries is held back by limited instream woody fish habitat, and low abundance of key angling species. More fish habitat and access work, informed by angler input and scientific evidence, is needed to materially improve the performance of this fishery. The Barwon River Fish Habitat Rehabilitation Project will improve riverine and estuarine habitat for native fish, including angling species such as Estuary Perch, in the lower Barwon River between Buckley Falls and Lake Connewarre within the Port Phillip Bay (Western Shoreline) and Bellarine Peninsula Ramsar site. This will be achieved through engaging with local anglers and Traditional Owners in planning and undertaking on-ground works such as instream habitat creation, riparian habitat restoration, weed management and rubbish removal as well as monitoring and evaluation activities.	Waterways Planning and management Community benefits Partnerships Participation and investment	Community engagement & partnerships Recreational values	155	-	-

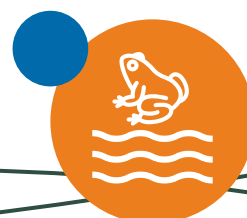
Water	Outcome	Policy Priority Area	Proposed Investment 2022-2023 (\$,000)	Proposed Investment 2023-2024 (\$,000)	Proposed Investment 2024-2025 (\$,000)
<b>Corio Bay Fish Habitat Project</b> The Corio Bay arm of Port Phillip Bay is a highly regarded fishing destination within Victoria, and the removal of commercial netting presents a fantastic opportunity to restore crucial fish habitats in the region to the benefit of recreational fishers and the regional community. The project will demonstrate recreational fishers' capacity to conduct fish habitat restoration through a community approach, targeting functionally extinct shellfish reef habitats in the Corio Bay area. Rec fisher volunteers will utilize a toolbox of approaches to restore intertidal/ shallow subtidal shellfish reef habitat, playing a central role in the restoration and monitoring activities. Additionally, through events, forums and on-ground participation, the project will provide clear, engaging science communication related to restoration ecology, developing environmental stewardship and fisheries science literacy within the local rec fishing community, further building capacity for future restoration programs.	Waterways Planning and management Community benefits Partnerships Participation and investment	Community engagement & partnerships Recreational values	152	-	-
<b>The Living Moorabool</b> The Living Moorabool Project is a strategic river management framework for planning, communicating and implementing long-term waterway work programs at a waterway or catchment scale. This project is a partnership with Barwon Water.	Waterways CCMA Leadership Biodiversity Partnerships	Climate Change Waterway & catchment health Community engagement & partnerships Aboriginal cultural values	127	-	-
<b>Future Integrated Catchment Works - DELWP Funded</b> Future Projects to Deliver on regional Integrated Catchment Works.	Waterways	Waterway & catchment health Community engagement & partnerships Aboriginal cultural values	449	479	479
<b>Future Integrated Catchment Works - Other Funding Sources</b> Future Projects and leveraged funding from partners to Deliver on regional Integrated Catchment Works.	Waterways	Waterway & catchment health Community engagement & partnerships Aboriginal cultural values	150	160	160
<b>Reviews and Investigations</b> Various small projects to undertake reviews and maintenance of waterways currently underway.	Waterways	Waterway and Catchment Health	122	43	-





Water	Outcome	Policy Priority Area	Proposed Investment 2022-2023 (\$,000)	Proposed Investment 2023-2024 (\$,000)	Proposed Investment 2024-2025 (\$,000)
<b>Delivering on our Statutory Functions - Floodplain Management</b> <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>, Emergency Management Manual Victoria Part 7, Building Regulations 2018, <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"> <li>• Southern Rural Water - Take and Use, Works Licences, Annual Use Limits</li> <li>• DJPR - Work Plans for mines and quarries</li> <li>• EPA - Works Approvals.</li> </ul>	CCMA Leadership Waterways	Waterway & catchment health  Community engagement & partnerships  Aboriginal cultural values  Resilient & liveable cities	836	452	452
<b>Delivering on our Statutory Functions - Estuary permits and regulation</b> <p>This role is focused on risk management of artificial estuary openings using the EEMSS, responding to formal opening requests from Permit Holders and implementing, as per the relevant policies within the VWMS . It is also informed by the EPBC listing of Assemblages of species associated with open-coast salt-wedge estuaries of western and central Victoria ecological community. Other areas of focus for this activity include:</p> <ul style="list-style-type: none"> <li>• Focusing on improving current management arrangements where required at the permitted estuaries through updating (Curdies River, Painkalac Creek, and Anglesea River) or developing (Barham River, Erskine River, Gellibrand River, Aire River, Thompsons Creek, and Spring Creek) MOU's or guidance notes with stakeholders</li> <li>• Regular coordination and consultation with stakeholders to ensure estuaries are not opened in times of high risk</li> <li>• Improve stakeholder and community understanding of estuary opening.</li> </ul>	CCMA Leadership Waterways	Climate Change  Waterway & catchment health  Community engagement & partnerships  Aboriginal cultural values	391	389	389
<b>Delivering on our Statutory Functions- Woody Yaloak Diversion Scheme and Lough Calvert Drainage Scheme</b> <p>The Lough Calvert Drainage Scheme protects rural properties in the lower middle and upper loughs from flooding from Lake Colac while the Woody Yaloak Diversion Scheme is part of a flood protection program for agricultural properties around the shores of Lake Corangamite and Lake Gnarpurt. This activity involves routine maintenance and administration as operational drainage and flood mitigation schemes. Specifically, this involves inspection of infrastructure, planning for and overseeing of maintenance (weed and silt control); Operation of the schemes in a time of flood; water quality and quantity monitoring; administration of the Cundare Pool Grazing licences on land managed by the CMA.</p>	Waterways	Water for agriculture	311	300	300

Water	Outcome	Policy Priority Area	Proposed Investment 2022-2023 (\$,000)	Proposed Investment 2023-2024 (\$,000)	Proposed Investment 2024-2025 (\$,000)
<b>Delivering on our Statutory Functions - Caretaker of Waterway Health</b> This project oversees and provides governance to the CCMA's Waterway Health program through: <ul style="list-style-type: none"> <li>Meeting responsibilities as the Caretaker of Waterway Health and associated responsibilities under the <i>Water Act</i></li> <li>Governance and oversight for the delivery of the CWS including strengthening of key partnerships that are enablers for planning and delivery (for example DELWP, ARI, Barwon, Wannon and Central Highlands Water, City of Greater Geelong, Eastern Maar and Wadawurrung)</li> <li>Meeting responsibilities under the associated CMA Statement of Obligations</li> <li>Contributing to state policy and strategy development (eg Waterway Managers Forum and Flagship Project Control Group)</li> <li>Development and delivery of monitoring, evaluation and reporting processes in support of the CWS</li> <li>Renewal as required through the <i>Water Act</i> of the CWS.</li> </ul>	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	423	389	389
<b>Delivering on our Statutory Functions - Barwon through Geelong</b> The Barwon River through Geelong supports a diverse array of recreational, environmental and cultural activities. These include organised events and frequent casual use of the waterway and land for various activities. The CMA has overseen 40,000 participants in the last year at 90 different events, noting that the informal use of the river and parklands is even more significant. This significant asset within the City of Greater Geelong provides great economic benefit to the residents and visitors. The activity therefore needs to keep up with increasing demand to ensure that the assets are in good condition for the enjoyment and safety of the wider community. Therefore, this activity includes (but is not limited to): <ul style="list-style-type: none"> <li>The planning and management for routine maintenance (e.g. mowing, tree management, plantings, weed control) and management of built and natural facilities and landscapes</li> <li>Incident management, monitoring and communications</li> <li>Event scheduling and management of waterway zones and usage</li> <li>Lease management (Rowing / canoe clubs)</li> <li>Broader communication and engagement with the Barwon Rivers Users Group – including executive support</li> <li>Participation in the Barwon River Parklands inter-agency working group</li> <li>Oversight when funding is available of the progressive implementation of the Barwon through Geelong Management Plan</li> <li>Safety works along the river including hazard removal and boat navigation and signage.</li> </ul>	Participation Waterways	Recreational values Resilient & liveable cities	1,132	1,004	1,004



Water	Outcome	Policy Priority Area	Proposed Investment 2022-2023 (\$,000)	Proposed Investment 2023-2024 (\$,000)	Proposed Investment 2024-2025 (\$,000)
<b>Rivers of Gold and Western District Lakes</b> This project builds on existing Ramsar, waterways protection and citizen science programs in the Western District Lakes and surrounding catchment, with activities that will: <ul style="list-style-type: none"> <li>• Improve the ecological character of the Western District Lakes (WDL) Ramsar site, its tributaries and surrounding lakes; and</li> <li>• Identify and manage drought refuges for EPBC-listed Yarra Pigmy Perch (YPP) in the Woody Yaloak River and Western District Lakes.</li> </ul>	Waterways Biodiversity Participation Partnerships	Climate Change Waterway & catchment health Community engagement & partnerships Aboriginal cultural values	601	407	407
<b>City to Sea - Lower Barwon River and Ramsar Wetlands</b> This project will deliver an integrated management program for the Bellarine Landcape Zone, including <ul style="list-style-type: none"> <li>• Delivery of CCMA's environmental water management functions for the lower Barwon wetlands;</li> <li>• Undertaking Ramsar site coordination, monitoring and action implementation;</li> <li>• Engaging landholders in river health and riparian management;</li> <li>• Monitoring and management of threatened fish species; and</li> <li>• Supporting citizen science and community engagement.</li> </ul>	Waterways Biodiversity Participation Partnerships	Climate Change Waterway & catchment health Community engagement & partnerships Aboriginal cultural values	1,016	845	845
<b>Surf Coast and Otways Restoration</b> This project will improve estuary and river health outcomes in the Otway Coast Basin by: <ul style="list-style-type: none"> <li>• Supporting Traditional Owner cultural values and access to Country;</li> <li>• Maintaining existing riparian restoration sites;</li> <li>• Engaging with new landholders to develop waterway frontage management plans; and</li> <li>• Maintaining connections between community and waterway managers through support for citizen science monitoring.</li> </ul> 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.	Waterways Biodiversity Participation Partnerships	Climate Change Waterway & catchment health Community engagement & partnerships Aboriginal cultural values	259	198	198



Water	Outcome	Policy Priority Area	Proposed Investment 2022-2023 (\$,000)	Proposed Investment 2023-2024 (\$,000)	Proposed Investment 2024-2025 (\$,000)
<b>Delivering Integrated Catchment Management for the Gellibrand</b> This project will maintain existing activities in the Gellibrand River and estuary and develop an integrated catchment management plan for the catchment. Upon the development of the plan, the existing activities will be adapted to reflect the plan's priorities. The activities include: <ul style="list-style-type: none"> <li>• Using best available evidence to create a catchment plan specific for the Gellibrand</li> <li>• Investigating opportunities to improve environmental flows in the river</li> <li>• Maintaining existing riparian restoration sites</li> <li>• Engaging landholders in waterway frontage protection within catchment plan priorities</li> <li>• Engaging community in citizen science activities.</li> </ul>	Waterways Biodiversity Participation Partnerships	Climate Change Waterway & catchment health Community engagement & partnerships Aboriginal cultural values	280	194	194
<b>Implementation of Regional Floodplain Management Strategy</b> The CCMA has worked with its stakeholders (nine local councils, Victoria SES, Water Authorities, Committees of Management and others) to prepare a Regional Floodplain Management Strategy 2018-2028 (RFMS) which contains prioritised actions. This project involves the CCMA co-ordinating the implementation of this strategy with the stakeholders, provide technical advice associated with priority actions and lead the monitoring and evaluation process for the RFMS.	CCMA Leadership Waterways	Waterway & catchment health Community engagement & partnerships Aboriginal cultural values Resilient & liveable cities	188	178	178
<b>The Living Moorabool Flagship Project</b> 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 Catchment Management practices that incorporate a diversity of stakeholders and activities. The project will focus on the following activities: <ul style="list-style-type: none"> <li>• Facilitating improved coordination across activities and ensure sharing of knowledge with other key stakeholders</li> <li>• Planning and delivery of environmental water consistent with annual watering plans</li> <li>• Community engagement for environmental water</li> <li>• Maintenance of past riparian management investments and targeted new investments</li> <li>• Use of citizen science to better connect people to the river and inform management decisions.</li> </ul>	Waterways Biodiversity Participation Partnerships	Climate Change Waterway & catchment health Community engagement & partnerships Aboriginal cultural values	636	282	282

Water	Outcome	Policy Priority Area	Proposed Investment 2022-2023 (\$,000)	Proposed Investment 2023-2024 (\$,000)	Proposed Investment 2024-2025 (\$,000)
<b>Upper Barwon Flagship Project</b> 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. Therefore, the activities during EC5 will be: <ul style="list-style-type: none"> <li>• Planning and Governance</li> <li>• Planning and delivery of environmental water entitlement consistent with annual plans</li> <li>• Waterway health: on-ground works and community education</li> <li>• Community engagement for environmental water.</li> </ul>	Waterways Biodiversity Participation Partnerships	Climate Change Waterway & catchment health Community engagement & partnerships Aboriginal cultural values Resilient & liveable cities	801	612	612
<b>Kitjarra-dja-bul bullarto langi-ut (Barwon River Parklands) Masterplan and implementation</b> The project will develop and partially implement a masterplan for the Kitjarra-dja-bul bullarto langi-ut (Barwon River Parklands) including the following work packages: <p><b>1. Masterplan development</b></p> <ul style="list-style-type: none"> <li>• Setting vision and objectives consistent with community and Traditional Owner preferences and existing projects and planning activities</li> <li>• Selecting, prioritising and costing projects to meet the agreed vision and objectives</li> <li>• Conceptual design of high priority projects</li> <li>• Business case for investment in high priority projects</li> <li>• Governance and funding model assessment.</li> </ul> <p><b>2. Design and approvals</b></p> <ul style="list-style-type: none"> <li>• Regulatory approvals for high priority projects</li> <li>• Detailed design of high priority projects.</li> </ul> <p><b>3. Construction</b></p> <ul style="list-style-type: none"> <li>• Commencement of construction for high priority projects.</li> </ul>	Waterways Planning and management Community benefits Partnerships Participation and investment	Waterway & catchment health Community engagement & partnerships Aboriginal cultural values Recreational values Resilient & liveable cities	396	788	788
<b>Strategic modelling and analytical support for the Central and Gippsland Region Sustainable Water Strategies (CGRSWS)</b> For the Corangamite Catchment Management Authority (CCMA) to procure and manage water resource modelling and analysis on behalf of DELWP to support development of the CGRSWS.	Waterways	Waterway & catchment health	62	-	-



Water	Outcome	Policy Priority Area	Proposed Investment 2022-2023 (\$,000)	Proposed Investment 2023-2024 (\$,000)	Proposed Investment 2024-2025 (\$,000)
<b>Barwon Flagship Part C - Enhancing Cultural and waterway amenity values in the Mid-Barwon</b> Restoration works along the Barwon River and Leigh River and tributaries that flow in from Teesdale, Bannockburn and Shelford to Inverleigh. This is offering standard waterway incentives to Local Council and private landholders with waterway frontage for activities such as fencing, weed control, revegetation, off stream water for: <ol style="list-style-type: none"> <li>1. Culturally significant sites</li> <li>2. Riparian Restoration</li> <li>3. Amenity Values</li> </ol>	Waterways Community benefits Partnerships	Waterway & catchment health Aboriginal cultural values Recreational values	68	142	-
<b>Water-Salt Balance Model for the Lower Barwon Wetlands</b> To be delivered by consultants, key activities will include reviewing the literature, previous technical reports and available data associated with the Lake Connewarre Wetland Complex, and development of a Source model (& building on existing available) of the system. A range of assessments under various hydrological scenarios will be undertaken, which may include likely water regimes in the context of riverine flooding, high rainfall/urban run-off, drought, and predicted future Climate Change conditions. High level interpretation of scenarios regarding vegetation communities will also be undertaken.	Waterways	Waterway and Catchment Health	94	-	-
<b>Reedy Lake, Hospital Swamp, Barwon River and Moorabool River Gauging Project 2021-22</b> Pay for charges incurred by the Recipient under the southern Regional Water Monitoring Partnership (RWMP) to maintain and operate four water measurement sites during 2021-22. The four sites are: <ul style="list-style-type: none"> <li>• Site 233269 Barwon River U/S Lower Barrage of Geelong Wetlands</li> <li>• Site 233603 Reedy Lake at Connewarre</li> <li>• Site 233604 Hospital Swamp at Connewarre</li> <li>• Site 232242 Moorabool River at Coopers Crossing Meredith</li> </ul>	Waterways	Waterway & Catchment Health	20	-	-

Water	Outcome	Policy Priority Area	Proposed Investment 2022-2023 (\$,000)	Proposed Investment 2023-2024 (\$,000)	Proposed Investment 2024-2025 (\$,000)
<b>Woody Yaloak and Lough Calvert priority works</b> <p>The Woody Yaloak Diversion Scheme (WYDS) and Lough Calvert Drainage Scheme (LCDS) were built in the late 1950's in response to major floods, which resulted in prolonged periods of inundation of agricultural land around Lake Corangamite and the Loughs to the north east of Colac. Both schemes divert water from these areas to the Barwon River at Ricketts Marsh and near Inverleigh. The schemes are managed in accordance with the provisions of the <i>Water Act 1989</i>, which includes both ongoing maintenance of the schemes and operation of the schemes in accordance with agreed operational rules.</p> <p>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&amp;S regulations.</p> <p>The need to make significant infrastructure upgrades and manage risk in regard to the two drainage schemes was highlighted by two recent independent investigations commissioned by the Corangamite CMA:</p> <ol style="list-style-type: none"> <li>1. Woody Yaloak diversion scheme and Lough Calvert drainage scheme asset review, TGM, 2015</li> <li>2. Woody Yaloak diversion scheme and Lough Calvert drainage – An investigation into sustainable funding models and institutional arrangements, Cummings and associates 2016.</li> </ol> <p>Key deliverables and project activities listed in the project plan are based on the recommendations in these two reports and will address the risks associated with both schemes. These studies highlight the need to rationalise the schemes' infrastructure and determine appropriate long-term asset ownership and management, particularly for scheme crossings.</p>	Waterways	Water for agriculture	69	40	-
<b>Total</b>			<b>8,895</b>	<b>6,902</b>	<b>6,677</b>



Land	Outcome	Policy Priority Area	Proposed Investment 2022-2023 (\$,000)	Proposed Investment 2023-2024 (\$,000)	Proposed Investment 2024-2025 (\$,000)
<b>Improving On-farm Soil, Vegetation and Biodiversity for larger agricultural enterprises in the Corangamite Management Unit</b> <p>This project builds on the experiences of the Corangamite CMA in partnership with farmers, community groups (including Landcare) and agriculture industry groups of the Corangamite region. to enhance soil health and native vegetation on farms. Soil acidity has been identified as a regional soil health issue within the Corangamite region and this project will then focus on farmers within the central cropping areas of the region to adopt soil acidity management practices. while farmers within the southern dairy and cattle grazing areas of the region, will be, targeted to improve their capacity to manage dairy effluent, apply appropriate nutrient management regimes and incorporate native vegetation into farming systems. The overall approach is based upon knowledge and extension activities, supported by some financial incentive programs. Different approaches are tailored to suit different target audiences to ensure maximum engagement and participation.</p>	Waterways Planning and management Biodiversity Partnerships	Build Capability and Capacity Regional Leadership	513	22	-
<b>Regional Landcare Coordination</b> <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 4200 members. The Regional Landcare Coordinator (RLC) position develops and implements regional Landcare support plans, undertake capacity building with groups and networks and facilitate access to grants and other funding.</p>	Community benefits Biodiversity Partnerships	Community engagement & partnerships	221	216	216
<b>Victorian Landcare Grants in Corangamite</b> <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>	Community benefits Biodiversity Partnerships	Community engagement & partnerships	250	250	250

Small blocks, big dreams Workshops will help lifestyle/ bush block owners improve the health of their land



Land	Outcome	Policy Priority Area	Proposed Investment 2022-2023 (\$,000)	Proposed Investment 2023-2024 (\$,000)	Proposed Investment 2024-2025 (\$,000)
<b>Small blocks, big dreams: Engaging peri-urban landholders in best practice integrated catchment management</b> 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 <ul style="list-style-type: none"> <li>• Artisan producers</li> <li>• Lifestyle farmers and</li> <li>• Animal husbandry.</li> </ul> Most of these land uses are located near priority waterways, special water supply areas and/or adjacent to or upstream of Ramsar wetlands. This project aims to increase landholder skills, knowledge and confidence in natural resource management and support landholders to implement practice change including pest plant and animal control, soil health and native vegetation improvements. It aims to develop landholders into 'catchment stewards' who can act as mentors for their neighbors and the local community.	Waterways Biodiversity Participation Partnerships	Climate Change Waterway & catchment health Community engagement & partnerships Aboriginal cultural values Resilient & liveable cities	512	655	655
<b>Protecting the Victorian Volcanic Plains</b> This project will be delivered on a landscape scale, using established partnerships and knowledge to deliver, across public and private land, improved land management practices across the Victorian Volcanic Plain (VVP) within the Corangamite Management Unit. Community awareness programs will also be delivered to increase the knowledge of the community to increase the capacity of land managers to undertake and maintain works as well as to engage with Traditional Owners. The project will also support the management training of various land managers associated with the VVP's linear reserves, provide incentives to directly target specific onground works that enhance nationally threatened ecological communities on private land and deliver on specific actions that address EPBC listed species requirements on the VVP.	CCMA Leadership Partnerships Biodiversity Waterways Land Management	Waterway & catchment health Community engagement & partnerships Aboriginal cultural values Water for agriculture	1,232	78	78
<b>Upper Barwon Landholder Study</b> The purpose of this project is to engage Behaviour Works Australia to investigate landholder attitudes and beliefs, along the upper Barwon River, towards riparian management and understand what might motivate them to improve their land management practices.	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	37	-	-
<b>Total</b>			<b>2,765</b>	<b>1,221</b>	<b>1,199</b>

Community	Outcome	Policy Priority Area	Proposed Investment 2022-2023 (\$,000)	Proposed Investment 2023-2024 (\$,000)	Proposed Investment 2024-2025 (\$,000)
<b>Wadawurrung Partnership</b> Working with project managers and the broader organisation to improve Aboriginal awareness and participation. With a focus on engaging and building strong relationships with Traditional Owners and Aboriginal communities, this position will support the integration of Traditional Owner and Aboriginal Community Caring for Country aspirations in the planning and delivery of projects.	Partnerships	Community engagement & partnerships Aboriginal cultural values	30	25	-
<b>River Detectives in Corangamite</b> Coordination of the River Detectives program for participation by schools and learning providers in the Corangamite Region.	Participation and investment	Community engagement & partnerships	21	-	-
<b>Statewide Waterway Citizen Science</b> This project will support the ten CMA regions in developing and delivering diverse citizen science opportunities for their communities to connect with, learn about and care for Victoria's waterways. It builds on the successful community monitoring and engagement undertaken through the Victorian Waterwatch and EstuaryWatch programs over the last 27 and 13 years respectively, which have fostered environmental stewardship and informed waterway management decisions. This project will also broaden the citizen science opportunities available to community to help generate new data, drive innovation and connect more community members to their waterway. The project will fund the Statewide Citizen Science Facilitator to: <ul style="list-style-type: none"> <li>• Coordinate state level planning, monitoring, evaluation and reporting processes</li> <li>• Support the regional delivery of citizen science</li> <li>• Develop and maintain statewide communications and media</li> <li>• Promote and instill state level policy directions for citizen science through program delivery and regional projects.</li> </ul>	Participation Waterways	Waterway & catchment health Community engagement & partnerships Aboriginal cultural values	386	284	284
<b>Enhancing Regional and Local Partnerships</b> 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: <ul style="list-style-type: none"> <li>• Continuation and strengthening of the Corangamite Catchment Partnership Agreement</li> <li>• Corangamite Community Engagement Network (a group of diverse community members skilled in delivering community input into NRM planning and projects)</li> <li>• Contribution to state-wide initiatives to support the development and promotion of Our Catchments Our communities</li> <li>• Formalisation and strengthening of partnerships with the Traditional Owners of the Corangamite Region.</li> </ul>	Participation Partnerships	Community engagement & Partnerships Improving performance and demonstrating outcomes	82	102	102
<b>Total</b>			<b>520</b>	<b>411</b>	<b>386</b>



Biodiversity	Outcome	Policy Priority Area	Proposed Investment 2022-2023 (\$,000)	Proposed Investment 2023-2024 (\$,000)	Proposed Investment 2024-2025 (\$,000)
<b>National Landcare Program Core Services</b> Provides Core Engagement, Communication, Planning and Regional Agricultural Landcare Facilitator support to the broader National Landcare Program.	Waterways Biodiversity Participation Partnerships Land Management CCMA Leadership	Climate Change Waterway & catchment health Community engagement & partnerships Aboriginal cultural values	431	431	431
<b>Protecting Priority Threatened Species of the Corangamite Coast</b> The Corangamite CMA has actively lead the delivery of a coastal program funded by the Australian Government that has included management for threatened species since 2008. This Project will build on the past work, experience, partnerships and knowledge to improve Orange-bellied Parrot habitat, across public and private land. The project will create opportunities to collaborate with BirdLife Australia and DELWP to deliver citizen science opportunities including continued delivery of the annual winter population monitoring delivered by community volunteers; deliver on-ground outputs on a larger scale across the Ramsar site through a grants process; provide incentives to directly target specific onground works on private land through a grants process and; incorporate Orange-bellied Parrot habitat requirements in current regional estuary mouth opening decision frameworks.	Waterways Planning and management Biodiversity Partnerships	Waterway & catchment health Community engagement & partnerships Water for agriculture Aboriginal cultural values	654	59	-
<b>Wild Otways Initiative - Feral pig and deer eradication to protect native species in the Otway Ranges, Bells Beach (Ironbark Basin) and Great Ocean Road Hinterland</b> The project will be designed with feral animal control specialists to deliver highly strategic, intensive, responsive and sustained removal of introduced herbivores (deer and pigs) to protect native species and critical habitat (including EPBC-listed flora and fauna habitat and refugia).	Community benefits Biodiversity	Community engagement & partnerships	403	-	-
<b>Wild Otways Initiative - Fox and feral cat control in planned-burn landscapes to protect threatened species in the Otway Ranges</b> Research findings suggest that reducing both feral cat and fox densities in burned landscapes following a fire event may support native animal survival in those areas. This project will help determine the management and operational requirements for integrated feral cat and fox control in the Otways after a fire event.	Community benefits Biodiversity	Community engagement & partnerships	407	-	-



Biodiversity	Outcome	Policy Priority Area	Proposed Investment 2022-2023 (\$,000)	Proposed Investment 2023-2024 (\$,000)	Proposed Investment 2024-2025 (\$,000)
<b>Wild Otways Initiative - Protecting plant and animal biodiversity in the Otway Ranges, Bells Beach (Ironbark Basin) and Great Ocean Road Hinterland from cinnamon fungus (Phytophthora cinnamomi) dieback</b> This project is to reduce the impact of Phytophthora dieback (Phytophthora cinnamomi) on the biodiversity of the Otway Ranges, including EPBC-listed species. The project aims to prevent the introduction and/or minimise the spread of Phytophthora cinnamomi into uninfected critical habitat areas (notably the Carlisle Heathlands) and reduce the impact of Phytophthora cinnamomi at infected sites critical to the conservation of threatened species.	Community benefits Biodiversity	Community engagement & partnerships	213	-	-
<b>Wild Otways Initiative - Conserving threatened small mammals in the Otway Ranges, Bells Beach (Ironbark Basin) and Great Ocean Road Hinterland</b> This project aims to determine the critical factors that support remaining refuge habitat for small mammals in the western Otway Ranges and establish required management prescriptions and guidelines to support small mammal recovery in other areas, including the eastern Otway Ranges.	Community benefits Biodiversity	Community engagement & partnerships	185	-	-
<b>Wild Otways Initiative - Rewilding threatened species in the Otway Ranges</b> This project will identify and, if feasible, create the required conditions and support the reintroduction or 'rewilding' of one or more 'lost' and/or sparse threatened small mammal species important to the Otway Ranges, e.g. New Holland Mouse, Smokey Mouse, Broadtoothed Rat and Swamp Antechinus.	Community benefits Biodiversity	Community engagement & partnerships	388	-	-
<b>Wild Otways Initiative - Community grants program to protect and restore native plants, wildlife and coastal environments</b> This project provides grants to support the local community to deliver on-ground environment projects to protect and restore native plants, wildlife, and coastal environments in the Otways from Peterborough to Jan Juc. The project also includes an Otways web portal, Wild Otways Initiative-wide monitoring program and emergency response capacity.	Community benefits Biodiversity	Community engagement & partnerships	477	-	-

Biodiversity	Outcome	Policy Priority Area	Proposed Investment 2022-2023 (\$,000)	Proposed Investment 2023-2024 (\$,000)	Proposed Investment 2024-2025 (\$,000)
<b>Adaptation Pathways for Biodiversity of the Barwon South West</b> This project will; <ul style="list-style-type: none"> <li>a. Provide a forum for showcasing current Climate Change information/projects that are relevant to the management of biodiversity within the Barwon South West</li> <li>b. Workshop and facilitate a co-designed approach for how the region can develop a 'Knowledgebase' of current Climate Change information that is relevant to the management of biodiversity within the Barwon South West</li> <li>c. Incorporate the 'Knowledgebase' into the current South West Climate Change Portal</li> <li>d. Using the 'Knowledgebase', develop a regional research priority online document that prioritises research gaps in managing the biodiversity assets of the Barwon South West under a changing climate.</li> </ul>	Participation and Investment	Climate Change	24	-	-
<b>Regional Landcare Program - Round 3 Projects</b> Projects funded under the Regional Landcare Program 3 scheme from the Australian Government. 2022-2023 will be utilised in evaluating existing projects and developing funding submissions in consultation with partners and the Australian Government.	Waterways Planning and management Biodiversity Partnerships	Waterway & catchment health Community engagement & partnerships Water for agriculture Aboriginal cultural values	-	1,086	1,200
<b>Total</b>			<b>3,183</b>	<b>1,576</b>	<b>1,631</b>

Coastal	Outcome	Policy Priority Area	Proposed Investment 2022-2023 (\$,000)	Proposed Investment 2023-2024 (\$,000)	Proposed Investment 2024-2025 (\$,000)
<b>Dunecare - Protecting Sand Dunes on Victoria's Iconic Surf Coast, Bellarine Peninsula and Great Ocean Road</b> Australian Government election commitment. The Initiative is to focus on conserving coastal sand dune native flora and fauna habitat at risk of erosion from the Bellarine Peninsula to Marengo, including areas managed by organisations including Bellarine Bayside Coastal Management, Queenscliffe Borough Council, Barwon Coast Committee of Management, City of Greater Geelong, Surf Coast Shire, Parks Victoria, Barwon Water, the Great Ocean Road Committee, and Otway Coast Committee of Management.	Community benefits Biodiversity	Community engagement & partnerships	600	-	-
<b>Total</b>			<b>600</b>	<b>-</b>	<b>-</b>

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)
Ensym replacement (NRM System)	Replacement for Ensym which has been used by Corangamite CMA to assist with site selection and management plan generation. New system to incorporate field-based data capture and modelling for NRM project site selection and management through a streamlined workflow and linking to other systems. Aim is to fund and develop this system collectively with other CMAs/agencies	Utilisation of a widely accepted common system that allows for a streamlined, coordinated approach to site selection, project management and accountability. Funding would be used in conjunction with other agencies for development and builds upon Corangamite CMA project definition paper that has been drafted in consultation with other CMAs, DELWP and other NRM regions nationally	30
Customer Relationship Management System (CRM)	Implementation of a CRM that will assist in managing contacts and managing communication with the public and other agencies. We will seek to leverage where possible off the implementation of D365 Operations and Finance Project	Improved engagement administration and management and customer service	40
Implementation of Spatial Information Plan recommendations	Implementation of prioritised recommendations of the recently revised Spatial Information Plan	Provide a clear direction to the CMA on its use of spatial data More efficient use of resources by identifying opportunities to share data with other Agencies and be strategic on what spatial data we will purchase Improved decision making due to use of appropriate spatial and aerial data	60
Supporting internal process efficiencies for Statutory Functions Team	To facilitate identifying and implementing efficiencies relating to process in the statutory functions team. An external facilitator will assist the Team to work through existing processes that the teams applies to referrals, works on waterways applications and flood advice requests. The output will be an action plan	Increased efficiency in responding to referrals, works on waterways applications and flood advice requests. The work will assist in dealing with the significantly increasing applications	20
Catchment Condition Report Improvement Project (Final Payment)	The intention of the framework design is to ID: 1. The what is needed (based on RCS and outcomes framework) 2. The how (sources from existing monitoring and gaps/alternative sources such as geoscience etc) 3. The who – who has the sources we need A consultant will be sourced to undertake the work	This project will develop a framework that will sit as a key component within our annual report requirements for reporting catchment condition and also sit within our RCS MERI (ie it will be part of the evidence sources to inform how the implementation is contributing to the RCS outcomes over time	5

Business Initiatives	Description	Benefits	Amount (\$000)
Spatial Information Plan (Final Payment)	Allocation of funding for a consultant to develop a CCMA GIS Spatial strategy that will provide guidance on our approach, priorities, leveraging and who funds. A Project Control Group will be established to oversee the project	Provide a clear direction to the CMA on its use of spatial data More efficient use of resources by identifying opportunities to share data with other Agencies and be strategic on what spatial data we will purchase Improved decision making due to use of appropriate spatial and aerial data	5
NRM Planning Portal Improvements	Continuation of an agreement between CERDI/CMA to further develop our Portals	Increased community involvement in planning activities in the region	70
Support key objectives of the CMA Corporate Plan including: <ul style="list-style-type: none"> <li>Support regional partners in planning and action on mitigating impacts of Climate Change</li> <li>Pursue funding and resources from a broad range of sources (traditional and new)</li> </ul>	Seed funding to Support .8 FTE of Manager Investigations and Program Development	Assist in the implementation of the Board's Business Growth Plan Committee recommendations Develop and implement a strategic action plan for the CMAs portals Develop new initiatives for Climate Change adaption	110
National Landcare Program (NLP) Round 3 Funding Round Preparation	Contract support for the development of the NLP3 bid	The project: <ul style="list-style-type: none"> <li>Will ensure the best quality and compliant bid for NLP Round 3 projects</li> <li>Will embed biodiversity conservation, sustainable agriculture and Climate Change resilience programs for the region</li> </ul>	100
Review of Floodplain Management Efficiencies	Post the state-wide Floodplain Management efficiencies review, commence implementation of key recommendations	Create more financially sustainable Floodplain Management referral system Reduce staff stress Improve floodplain statutory response times	120
Addressing regional concerns	Funding to support regional catchment health concerns through an allocation of funding to: <ol style="list-style-type: none"> <li>Initiate studies into waterway health in areas of concern for community and</li> <li>Provide funding for initial onground works where required</li> </ol>	Support addressing community concerns around emerging catchment health issues in a pragmatic and proactive manner	70
Land use Suitability Assessment	Engage consultancy to analyse future land use suitability under Climate Change	Enables the development of pathways to adapt to Climate Change by identifying what types of primary production will be able to be conducted across the region under various Climate Change timelines. Aligns to Regional Catchment Strategy Priority Directions BAL3, BAL13, BAR3, BAR12, BAR13, BAS3, and BAS10	70
Total			700

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

- Implementation of the new Regional Catchment Strategy approved by the Minister in February 2022.
- Continued focus on key risks to staff health and wellbeing, with particular focus on mental health and wellbeing.
- Implementation of the revised Corangamite CMA Diversity and Inclusion plan.
- A focus on recruitment and retention of Board and Staff including the use of internships, student placements, flexible working arrangements and promoting the values and impact of the Corangamite CMA.
- 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 implementation of the Corangamite CMA Carbon Neutrality Action Plan. The Corporate Plan will provide investment to support its implementation.
- Increasing the Corangamite CMA's social media and community event presence to enhance its engagement activities. We will take the lessons learned from life under COVID-19 for virtual communications and engagement where these add value.
- Enhancing participation and engagement through increased communications through local newspapers of the region.
- Taking learnings from working in the COVID-19 environment to improve administrative processes, engagement processes and program delivery.
- Developing and enhancing our IT infrastructure, information and reporting systems to support quality environmental outcomes and business effectiveness, through the provision of useful, accessible and timely information and an increase in administration efficiency. This includes, but is not limited to, the Knowledge Base and Natural Resource Management portal.
- Improving reporting through the implementation of Microsoft Power BI.
- Continued development of our website to provide easily accessible and useful information for communities of our region.

- Developing our staff through structured training programs including targeted group and individual learning plans as well as online compliance training.
- Implementing efficiencies and improved services identified through the Base Efficiency Review, evaluating current processes, exploring shared service and leveraging arrangements, systems roadmap implementation and other quality improvement activities.
- Implementation of the Corangamite CMA Asset Management Strategy and continued improvements to its Asset Management System. Specific focus will be upon:
  - Upgrading of paths and tracks along the Barwon through Geelong
  - Migrating our fleet to hybrid and electric
  - Reducing our Office Electricity Usage with a focus on Airconditioning and Lighting
  - Improved Asset Reporting and incorporating Office, Fleet and ICT assets in our Asset Management System.
- Introducing a new fees and charges structure for registered events on the Barwon through Geelong, to support asset maintenance.

### 2.3 OUTCOME INDICATORS, MEASURES AND STANDARD OUTPUTS

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

The table (opposite) 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.

Increasing the  
Corangamite  
CMA's social media  
and community event  
presence to enhance its  
engagement  
activities





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

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

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



# 03. Future Challenges and Opportunities

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

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

The impact of COVID-19 created an unprecedented challenge to the community and to the Corangamite CMA as we have sought to keep our staff and community safe, comply with restrictions whilst continuing with the important program work we do.

We continue to manage our response in line with our COVID Safe plan and continue to follow direction and advice from the Victorian Government and the Victorian Chief Medical Officer.

### Learnings

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

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

### Actions

The actions that derive from the above learnings include:

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

Our progress over the last 12 months and actions for further improvement are provided in the table (page 38).

### Managing our ongoing COVID-19 response

The management of our ongoing COVID-19 response will be governed and managed in accordance with Government directives and advice and the implementation of our COVIDSafe plan. We have the technology infrastructure in place to work from home where required and engage online with our partners and community. Technology such as Microsoft Teams has allowed us to maintain regular contact with our staff, community, contractors and other agencies. Should a return to tightening of restrictions be necessary, this would impact some activities involving community engagement and on-ground activities. Where activities require close physical proximity and alternative methods are not available, we may postpone those activities and advise our investors of any impacts.

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

Management of staff health and wellbeing is supported by the signoff of position Safe Work Method Statements that incorporate, amongst other risks, the risks posed by COVID-19.

Over the period of COVID-19 we will continue 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
- Undertaking staff survey regarding the Corangamite CMA response to COVID-19 including how we can continue to support staff.
- Regular communication to staff from the CEO, including reminders around hygiene and also discussing mental health including support available (e.g. Employee Assistance Program)

COVID Learning	Actions in the last 12 Months	Actions for further Improvement
Maximise how we work with our partners through a combination of digital communication and face to face	Face to face interaction has been difficult in the midst of continued lockdowns	<ul style="list-style-type: none"> <li>• Increased training of staff in managing online and hybrid (mixture face to face and online) engagement events</li> <li>• Selection of engagement method to align with purpose of the engagement and needs and expectations of partners and participants. Develop guidance for staff.</li> </ul>
Develop project ready ideas and establish relationships with other organisations that can expedite a project concept rapidly when needed	<ul style="list-style-type: none"> <li>• Via Regional Catchment Strategy development, a platform for the community and CMA has been developed to log project ideas spatially (RCS Prospectus)</li> <li>• Regular meeting with Catchment Partnership Agreement Agency participants.</li> </ul>	Further development of RCS Prospectus online system
Seek more productive and flexible working arrangements that support work life balance while maintaining the benefits of face to face office contact and frontline services	<ul style="list-style-type: none"> <li>• 3 day in Office default position established</li> <li>• Continued improvement in online systems to support hybrid working model</li> <li>• Establishment of staff consultative Committee to support establishment of ongoing policy around flexible working arrangements.</li> </ul>	<ul style="list-style-type: none"> <li>• Finalisation of Flexible Working Arrangements Policy</li> <li>• Flexible working arrangements ensure face to face office and community connections are still maximised</li> <li>• Schedule for Office presence</li> <li>• Selection of engagement method to align with purpose of the engagement and needs and expectations of partners and participants</li> <li>• Continue to review balance of hybrid working arrangements.</li> </ul>
Continue to develop improved online methods of storing, processing, accessing and disseminating information	Continued investment and improvement in: <ul style="list-style-type: none"> <li>• Social Media</li> <li>• Knowledge Portals</li> <li>• Finance Systems</li> <li>• Online information management systems (Sharepoint)</li> <li>• Online meetings.</li> </ul>	<ul style="list-style-type: none"> <li>• Continued focus on communication, engagement and knowledge systems to reflect landscape zones</li> <li>• Ensure staff are well trained in new systems and tools</li> <li>• Implementation of CRM</li> <li>• Implement consistent project folder structure in Sharepoint</li> <li>• Continue to review online methods of information dissemination to ensure it meets the needs of users.</li> </ul>
Seek to further improve office efficiencies, services and knowledge distribution by investment in systems and technologies	<ul style="list-style-type: none"> <li>• See above</li> <li>• COVID has validated improvements to systems by moving away from manual forms and processes.</li> </ul>	Consider further efficiencies in processes such as HR and OH&S administration
Reduce our environmental footprint through reduced travel and paper use	<ul style="list-style-type: none"> <li>• Development of Carbon Neutrality Action Plan that incorporates considerations for reducing Carbon emissions in these areas</li> <li>• Increased environmental considerations in purchasing and travel policies.</li> </ul>	Continued implementation of Carbon Neutrality Action Plan
Utilise our return to physical workplaces to re-energise cross-function initiatives and program delivery	Only just emerging from lockdowns	Ensure this remains a focus in team meetings and program implementation
Review our online engagement tools and our online delivery to make them more effective	<ul style="list-style-type: none"> <li>• Development of our Portal Strategy and in particular the development of an interactive online Regional Catchment Strategy</li> <li>• Review and update to Corangamite CMA website to improve usability and focus on user information needs.</li> </ul>	Develop more video content to 'tell the story' of catchment health

### 3.2 MAJOR BUSINESS RISKS, CHALLENGES & OPPORTUNITIES

- It has been and continues to be a very challenging period globally in which there are numerous externalities including COVID-19, the impacts of Climate Change and extreme events such as floods, drought and bushfire. The ongoing impacts of these events to biodiversity and the economy will be felt in our region. Within our region we are experiencing significant changes to both its population and its demographics bringing with it challenges on our lands and waters. In the past 2 years, Geelong has been the fastest growing centre in Australia (Australian Bureau of Statistics, George Megalogenis G21 presentation April 1, 2022). The Corangamite CMA has an important role to play in supporting the region to meet these challenges.
- A number of key challenges have been identified as outlined below, however those challenges can also present opportunities.

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



Challenges	Opportunities
Climate Change will impact on our natural assets and will change land use practices and how water is managed	<p>Increase the CCMA's visibility in its activities around Climate Change through:</p> <ul style="list-style-type: none"> <li>• Development and promotion of Climate Change adaptation stories</li> <li>• Improved visibility on our website of our role in Climate Change resilience and resources for the community.</li> </ul> <p>Strong focus on Climate Change adaptation as part of the implementation of the new Regional Catchment Strategy.</p> <p>Work closely with other agencies to co-ordinate our Climate Change activities to improve outcomes.</p> <p>Establish and clarify our role in supporting the region in adapting to Climate Change.</p> <p>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>Implement the Carbon Neutrality Action Plan for the Corangamite CMA's operations. This will be implemented by the actions of the CMA Sustainability Team and, initiatives and assets investment.</p> <p>Implement actions from the Corangamite NRM Plan for Climate Change.</p> <p>Support landholders with a property / farm planning to:</p> <ul style="list-style-type: none"> <li>• Increase landholder and CCMA understanding of natural assets on farms</li> <li>• Plan for potential impacts from Climate Change</li> <li>• Obtain information on what practice change / actions / potential issues and projects landholders are wanting to work on.</li> </ul> <p>Ensure all NRM projects do not negatively impact on regional biodiversity values and do incorporate biodiversity values into their design.</p> <p>Focus on building climate resilience and practical actions / things we can do into our projects and programs. Continue to develop/use smart tools and processes to incorporate.</p>
The expectation that the Corangamite CMA will respond to Climate Change and fix it	<p>Define clearly what we can and can't influence and develop a shared understanding with the community via our communications and engagement regarding Climate Change. Recognise this as an opportunity for us all to get together and tackle the issue.</p> <p>Take an adaptation focus to Climate Change and promote these opportunities in project development and communications to the community.</p> <p>Be clear internally and externally on the roles and responsibilities of the CMA and where we can influence / control / support. Be clear on our responsibilities and the role of other agencies.</p> <p>Continue to develop a leadership role in the region through partnerships such as the Barwon South East Alliance, Carbon Neutrality Action Plan and Corangamite Climate Change Strategy. Promote regional leadership from partners in region and continue focus on education, knowledge dissemination, developing alliances, and partnerships. Support Traditional Owner approach to the issues of Climate Change.</p> <p>Use the Barwon South West Climate Alliance as part of the messaging to stakeholders.</p> <p>Highlight the importance of projects that will build resilience against Climate Change in partnership with community, leverage off partner networks.</p> <p>Forward planning is key.</p>
Extreme events, drought and bushfires will impact on the region's biodiversity, catchment health and the community	<p>Promote the Corangamite CMA's role in supporting drought resilience and bushfire recovery and seek opportunities to collaborate and support other groups and agencies.</p> <p>Improve communication around the importance of floodplain management. Flood is still the most expensive natural disaster in Australia in terms of annual average damages and the risks posed to Local Government Areas.</p> <p>Review and develop resources to support land managers protect and increase the resilience of their natural assets to bushfire.</p> <p>Use Geospatial Services (such as GeoSciences Australia) to improve monitoring and assessment of our Catchment Condition.</p>



Challenges	Opportunities
Community Engagement- Community do not realise the benefit and influence they have	<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 land stewardship as a key message, encouraging communities to continue to take ownership and invest in NRM activities on their own land or in the local community.</p> <p>Seek to foster place-based communities of practice.</p> <p>Communicate our programs at a place-based level.</p> <p>Alter our communication methods to regional communities to incorporate local newspaper communications.</p> <p>Invest in the Community Engagement Network to grow membership, and foster community advocates.</p> <p>Proactive and supportive response to community issues.</p> <p>Community groups more responsibility for managing assets they care about.</p> <p>Undertake community forums around key issues in parts of Corangamite region.</p> <p>Continue to develop positive relationships with traditional owner groups.</p> <p>Continue to improve our cultural competency through training and exchange of knowledge with Traditional Owners.</p> <p>Develop good relationships with Great Ocean Road Coast and Parks Authority especially in relation to estuaries and waterways to support strong outcomes in this region.</p> <p>Leverage off partner consultation processes within the region to raise awareness and positively impact on strategies and plans.</p> <p>Empower the community to realise they have the ability to make significant changes.</p> <p>Increase resourcing and focus for more community engagement and education- try new methods and tactics.</p> <p>Listen to the community, let them drive the agenda, flip the IAP2 so community is telling us how they want to be engaged.</p> <p>Focus on broader engagement that incorporates new markets such as young people and more diverse communities.</p> <p>Attending and sponsoring community events and meetings.</p>
We can not achieve positive outcomes for catchment health without coordinated actions with other Agencies and Partners	<p>Develop our relationships and collaboration with our delivery partners and undertake our role in facilitating outcomes and collaboration.</p> <p>Being clear on agency roles and responsibilities.</p> <p>Influence future assets that link to our statutory obligations.</p> <p>Working with industry groups who influence land managers for example Dairy industry.</p> <p>Communicate clearly pressures, constraints and opportunities with investors.</p> <p>Focus on managing assets before issues occur.</p> <p>Continue to develop more MoUs and partnerships that articulate a joint approach to issues.</p> <p>Develop Landscape System Plans to define who has responsibility for what asset/system as well as our defined roles.</p> <p>Ensure environmental and TO knowledge informed future assets development.</p> <p>Encourage stewardship on key issues where we have responsibility.</p>

Challenges	Opportunities
Communication, data management and knowledge management are dependent on technologies that are changing rapidly	<p>New technologies will provide new ways to collect and share data and knowledge and to communicate and connect.</p> <p>Post COVID-19 continue to utilise virtual communication and engagement platforms to increase engagement.</p> <p>Improve monitoring data and points of collection.</p> <p>Increase partnerships with universities to develop regional knowledge.</p> <p>Create efficiencies in decision making and, monitoring costs and quality through data analytics and improved reporting utilising Microsoft Power BI and ARCGIS.</p> <p>Build relationships with partners and other agencies to develop information sharing processes/ agreements.</p> <p>Implement changes from CMA's updated system roadmap.</p> <p>Continue to develop our knowledge base and planning portals through the implementation of our Portal Strategy and our continued partnership with CeRDI.</p> <p>Build relationships with partners and other agencies and develop information sharing processes/ agreements to better leverage data in the region.</p> <p>Leverage the increase in user acceptance of both capturing and disseminating information such as:</p> <ul style="list-style-type: none"> <li>• Access to and use of online mapping such as NRM Portal and other related technologies to provide access to information</li> <li>• Leverage off current online RCS approach to continue to inform our stakeholders.</li> </ul>
The need for effective and rapid action to protect and manage catchment health, where complexity is the norm and engagement can be challenging, the rate of change is rapid and resources (people and money) are limited can place considerable pressure on staff	<p>Developing the right organisational culture and systems, technologies to support that will enable the Corangamite CMA to achieve its goals.</p> <p>Developing and training staff in the technical and personal skills that they need to succeed is critical.</p> <p>Continue to provide OHS focus on key risk areas including mental health and wellbeing.</p> <p>Enable the communities of the Corangamite region to take action through the provision of funding, resources and knowledge to increase stewardship of the region.</p> <p>Review and where appropriate develop fee for service in the areas of floodplain management services and event management.</p> <p>Seek additional funding for our statutory function teams that have been impacted by significant population growth, community advocacy and rising infrastructure costs.</p>
Water availability is becoming scarce resulting in increasing competition for use and pollution issues	<p>Continue to seek investment using FLOWS studies to quantify water recovery.</p> <p>Contribute to the development of policy (e.g. the amount delivered to environmental water).</p> <p>Seek additional allocations of environmental water through the Victorian Government Sustainable Water Strategy.</p> <p>Increasing community awareness of issues provides the region with a voice.</p> <p>Work with community to identify issues and seek funding to support addressing concerns.</p> <p>Partner with Traditional Owners. This may include:</p> <ul style="list-style-type: none"> <li>• Identify synergies for delivering outcomes</li> <li>• Incorporate TO knowledge and methods into programs</li> <li>• Share resources</li> <li>• Advocate for each other.</li> </ul> <p>Utilise technology to improve monitoring and lower cost.</p> <p>Consider and plan for temporary transfers.</p> <p>Utilise the new Regional Catchment Strategy to support drivers of change.</p> <p>Develop estuary strategy agreed with partners.</p> <p>Act as a conduit for information between government and the community.</p> <p>Seek resources to support monitoring activities.</p> <p>Continued involvement in Integrated Waterway Monitoring, Long-Term Water Resources Assessment and Sustainable Water Strategy to support environmental flows and associated ecological, social and economic outcomes.</p>

Challenges	Opportunities
Changes in the region's demographics, including increasing populations in regional centres, growth in peri-urban areas, an aging farmer population, and changing farming enterprises	<p>An increasing population provides the opportunity to reach more people to be actively involved in environmental and natural resource management.</p> <p>Adjusting our programs for the changing demographics. Reflect these changes in our Communications and Engagement Plan.</p> <p>Harness volunteerism from an aging population.</p> <p>Increase partnerships with regional councils to partner for solutions to regional issues.</p> <p>Work with DELWP, local government and agencies to support the implementation of the recommendations of the Barwon Ministerial Advisory Committee.</p> <p>Implement OCOC 'small blocks, large dreams' project which focuses on peri urban landmanagers.</p> <p>Seek resources in statutory functions to ensure we can enhance healthy and productive lands and waters in the region in a period of significant demographic change.</p> <p>Showcase examples of land management best practice in the region.</p> <p>The continued high population growth in our region means that by doing 'business as usual' we will fail to support the region adapt to these pressures. Key opportunities for the region to which the CMA is not necessarily responsible for but can support include:</p> <ul style="list-style-type: none"> <li>• Greater use of alternative water (desal, re-use and stormwater)</li> <li>• Community education in relation to the true cost of water, water efficiency, and the role of the CMA</li> <li>• Continued development of Relationships – collaboration, leverage, strengthening with Local Government</li> <li>• Consider Policy levers such water pricing</li> <li>• Increased focus on compliance</li> <li>• Getting in ahead of the growth pressures with infrastructure</li> <li>• Education on negative consequences of development on floodplains</li> <li>• Contribution from developers to be used in riparian areas impacted by new developments</li> <li>• Land stewardship built into all property ownership.</li> </ul>
Significant adverse events could detract from the Corangamite CMA's performance or reputation (e.g. serious injury to staff or a member of the public, failure of ICT systems, fraud, corruption or governance failure)	<p>Continue to review and mature effective risk management systems and processes.</p> <p>Implement and annually review progress of Systems Roadmap.</p> <p>Continue to train staff in OH&amp;S, fraud prevention, cyber security and risk management.</p> <p>Continue OHS focus on key risk areas including mental health and wellbeing.</p> <p>Review risk management framework in line with the changes to the Victorian Government Risk Management Framework.</p> <p>Review procurement strategy and policies in line with Victorian Government Purchasing Board expansion project.</p>
Attracting and retaining excellent staff and board- risk losing corporate knowledge and attracting ideas and perspectives	<p>Promote life at the Corangamite CMA through social media.</p> <p>Promote flexible work arrangements.</p> <p>Attract staff based on values and purpose.</p> <p>Security - Look at staff tenure and options for security and ongoing roles where possible.</p> <p>Develop and support a pathway from universities through student, intern and graduate programs.</p> <p>Consider Board interns / associates.</p> <p>Look at pathways for disadvantaged sector.</p> <p>Placements / secondments from partner organisations / other CMAs.</p> <p>Funding model is a key constraint. Utilise 3 year budgeting, flexible Organisational structure and staff planning to enhance resource planning.</p>

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

As part of an annual risk review the Board identified a number of significant business risks that require focused attention. These risks fall into the following groups:

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

In 2021-22, the Corangamite CMA implemented the key changes from the changes to the Australian/New Zealand Risk Management Standard: AS/NZS ISO 31000: 2018 and Victorian Government Risk Management Framework.

### 3.3 RISK MANAGEMENT STRATEGIES

The Corangamite CMA seeks to have a Risk Management Framework in place that will effectively identify and manage material risk across the organisation. The Framework sets the requirements and responsibilities for staff and emphasises that the management of risk and risk reporting is everyone's responsibility and have appropriate controls in place. This is reflected in a positive risk culture. 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 6 risks identified by the Corangamite CMA are:

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

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

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

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

The Corangamite CMA is  
committed to  
effective and efficient  
management  
of risks



# 04. Estimates of revenue and expenditure

## 4.1 PROGRAMS BUDGET

The below represents the 2022-23 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.

	Income (\$000)						Expenditure (\$000)	Carry-over (\$000)
Program Title	Investor Program Reference	Carry-Forward from last year	State Government Funding	Commonwealth Government Funding	Other Funding	PROGRAM TOTAL	PROGRAM TOTAL	Carry-over to next year
Biodiversity	S2, C2, C4, C6	632	0	2,609	0	3,241	3,182	59
Community	S11, S12, O1, O3	193	369	0	0	562	520	42
Land	S10, S24, S25, C3, C5	998	899	1,139	0	3,036	2,727	309
Water	S1, S3, S4, S5, S6, S7, S8, S9, S13, S14, S15, S16, S17, S18, S19, S20, S21, S22, S23, S26, S27, O5, C7, C8, C9, O2, O4	4,759	5,267	450	150	10,626	8,932	1,694
Coastal	C1	100	-	500	-	600	600	0
Total		6,682	6,535	4,698	150	18,065	15,961	2,104

## 4.2 OPERATING STATEMENT

Corporate Plan 2021-2026 2020-21 (\$,000)		Corporate Plan 2022-2027 2022-2023 (\$,000)	Corporate Plan 2022-2027 2023-2024 (\$,000)	Corporate Plan 2022-2027 2024-2025 (\$,000)
	Revenue			
	Local			
22	Interest	25	25	20
339	Other	354	355	418
361	Total Local Revenue	379	380	438
	Grants			
8,644	State	7,219	7,099	7,237
5,159	Federal	4,698	2,131	2,100
13,803	Total Grants Revenue	11,918	9,230	9,337
14,164	Total Revenue	12,297	9,609	9,774
	Expenditure			
	Governance and Operations			
917	Depreciation	1,068	1,082	1,110
3,071	Operations	2,657	3,636	2,463
13,245	Strategic Programs	12,493	9,433	6,962
17,233	Total Expenditure	16,217	14,150	10,535
(3,069)	Operating Surplus (Deficit)	(3,921)	(4,541)	(760)



### 4.3 CASH FLOW STATEMENT

Corporate Plan 2021-2026 2020-21 (\$,000)		Corporate Plan 2022-2027 2022-2023 (\$,000)	Corporate Plan 2022-2027 2023-2024 (\$,000)	Corporate Plan 2022-2027 2024-2025 (\$,000)
	Receipts from Operating activities			
	Other			
22	Interest	25	25	20
339	Other	354	355	418
361	Total Other Revenue	379	380	438
	Grants			
8,644	State	7,219	7,099	7,237
5,159	Federal	4,698	3,431	2,100
13,803	Total Grants Revenue	11,918	10,530	9,337
14,164	Total Cash Received (1)	12,297	10,909	9,774
	Cash Payments			
3,071	Governance and Operations	2,657	3,636	2,463
13,329	Programs	12,577	9,534	6,962
100	Other (Capital Assets Purchase - Net of Sale)	50	300	300
16,499	Total Cash Payments (2)	15,283	13,470	9,725
-2,336	Net Cash Changes (1)-(2)	-2,986	-2,560	50
8,958	Closing cash position	9,717	7,156	7,206



#### 4.4 BALANCE SHEET

Corporate Plan 2021-2026 2020-21 (\$,000)		Corporate Plan 2022-2027 2023-2024 (\$,000)	Corporate Plan 2022-2027 2023-2024 (\$,000)	Corporate Plan 2022-2027 2024-2025 (\$,000)
	Assets			
	Current			
8,958	Cash and Cash Equivalents	9,717	7,156	7,206
2,600	Receivables	2,800	1,300	1,300
11,558	Total Current Assets	12,517	8,456	8,506
	Non-Current			
	Fixed Assets			
42,420	At Cost	47,451	47,551	48,051
5,231	Less Accumulated Depreciation	2,302	3,384	4,494
37,189	Written down Value	45,149	44,167	43,557
37,189	Total Non-Current Assets	45,149	44,167	43,557
48,746	Total Assets (1-2)	57,665	52,623	52,063
	Liabilities			
	Current			
0	Contract Liability (Sales of Goods and Services) AASB15	0	0	0
1,100	Creditors and Accruals	1,100	1,100	900
735	Provisions - current	880	924	970
51	Lease Liability - current	103	118	130
1,886	Total Current Liabilities	2,083	2,142	2,000
	Non-Current			
156	Provisions - non-current	155	130	140
173	Lease liability - non-current	326	349	322
329	Total Non-Current Liabilities	481	479	462
2,215	Total Liabilities (2)	2,564	2,621	2,462
46,531	Net Assets (1)-(2)	55,101	50,002	49,601
46,531	Total Equity	55,101	50,002	49,601

## 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 \$300K for 2023-24, with the assets to be funded outlined below:

Asset	Description	Benefits	Amount (\$,000)
Laptop replacement	Update of Laptops that are now 4 years old and due for replacement.	Continue to provide staff with the necessary tools they require for efficient work practices.	80
Firewall	The purchase of on-premise firewalls for Colac and Geelong offices.	Current shared CMA firewall is expensive and intention would be to replace it and the current WAN links with simplified Internet connections for both offices. The benefits of such would be significantly reduced ongoing firewall costs and improved performance.	15
Airconditioning Replacement	Upgrade airconditioners at Colac.	Airconditioning makes up a significant proportion of our electricity generation at Colac Office. We have a large number of airconditioners that are over 15 years old, are not inverters and are servicing multiple areas. This investment would support the replacement of aging infrastructure and contribute significantly to the reduction of our carbon emissions. This is a key action from the Carbon Neutrality Action Plan.	125
Lighting Replacement	Upgrade lighting at Colac to more energy efficient lighting.	Lighting makes up the second largest component of our electricity generation at Colac. This is a key action from the Carbon Neutrality Action Plan.	20
Barwon through Geelong (BTG) parklands path upgrade	Contribution from the Corangamite CMA to leverage BTG and other grant funding to upgrade paths in the Barwon Through Geelong.	The upgrades would both improve the amenity of tracks plus address a number of sections of track currently rated in poor condition. There has been 5 incidents resulting in injury over the past 3 years related to the paths.	60
Total			300

## 4.6 NOTES

### 4.6.1 Statement of Compliance

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

### 4.6.2 Investment strategy

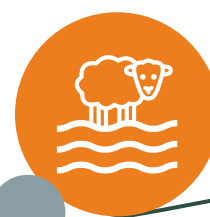
As previously indicated, this Corporate Plan includes projects, and related funding, for potential projects that are subject to government's annual budget outcomes.

Securing funding for natural resource management is becoming more competitive, with investment ranging between \$10.5M and \$17M over the last five years. The fluctuation in funding requires the Corangamite CMA to be flexible to deal with these changes. The projections for future years are consistent with the previous 5-year average. The Australian Government Regional Land Partnerships Program, Environment Restoration Fund and Fisheries Habitat Restoration Program will finish in June 2023.

2022-23 will be utilised to plan and work with the Community, Partners and the Australian Government on developing new projects which will also support the implementation of the Regional Catchment Strategy.

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 2022-23, the Business Growth Board Subcommittee will continue to develop and monitor implementation of a Corangamite CMA Business Growth plan, with the aim to increase investment both to the CMA and the region.



#### 4.6.3 Accounting policies and cost recovery model

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

To deliver the NRM and statutory functions of the Authority the organisation must have corporate systems and services in place such as human resource, occupancy, reporting, planning, program evaluation, finance, ICT, communications and governance. The Victorian Government currently provides the Corangamite CMA \$0.77 million annually to support these services which is significantly less than the \$3 million required to undertake such services. This reduced by \$66k in 2022/23 and will reduce by a further \$133k in 2023/24 in line with Victorian State Governments Base Efficiency Review.

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. The Corangamite CMA is currently working with other CMAs to implement the required savings from the Victorian Government Base Efficiency Review.

In 2022-23 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. A review of Fees and Charges for the Barwon through Geelong was undertaken during 2021-22 in accordance with the CCMA By-Laws and statutory requirements. The Barwon River Users Group was consulted on this review in April 2022. Further consultation will be undertaken in 2022-2023 towards introducing fees and charges for different sized events to adequately support and service these events in future.

The following activities on the Barwon through Geelong:

- |   |                     |
|---|---------------------|
| • General Waterski Boating Permits                            | \$35.00 per permit  |
| • Industry Waterski Boating Permits (for commercial business) | \$114.00 per permit |
| • Wedding Ceremonies  | \$137.50            |
| • Naming Ceremonies   | \$55.00             |

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

#### 4.6.4 Depreciation, amortisation and provisions

Depreciation and amortisation are detailed in the financial statements. Rates for depreciation and amortisation are determined by the expected useful life of the assets. In 2020-21, as per the Financial Reporting Direction (FRD) 103, the five-year schedule cycle for asset revaluation took place.

The Authority's asset values were restated as at 30 June 2021 within the financial statements in accordance with the Valuer-General review.

#### 4.6.5 Key financial assumptions

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

- Salaries and wages will increase annually in accordance with the Corangamite CMA Enterprise agreement and the Victorian Independent Remuneration Tribunal policies
- Interest revenue will reduce based upon a reduced cash balance as project commitments are expended and interest rates decrease in alignment with economic conditions
- Income from the Victorian Government is based upon signed 3 year EC5 project agreements with DELWP.
- Income from the Australian Government is based upon approved 4-year projects in the Regional Land Partnerships Program and other initiatives. The current projects end in June 2023 and it is assumed that funding from the program will remain steady. This excludes the Wild Otways Initiative, Dunecare program and Fisheries Habitat Restoration Program projects which were funded outside of the Regional Land Partnerships Program.
- 2022-23 expenditure is based upon a detailed build-up of individual project expenditure. Outer year expenditure is based upon known project expenditure and projections based upon historical trends.
- Any accumulated deficit represents the delivery of projects where funding was received in previous financial years.

## 05. Abbreviations

BTG	Barwon Through Geelong	ICT	Information and Communication Technology
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	NLP	National Landcare Program
CEO	Chief Executive Officer	NRM	Natural Resource Management
CERDI	Centre for eResearch and Digital Innovation	OCOC	Our Catchment Our Community
CMA	Catchment Management Authority	OHS	Occupational Health & Safety
CRM	Customer Relationship Management	RCS	Regional Catchment Strategy
CWS	Corangamite Waterway Strategy	TO	Traditional Owner
DELWP	Department of Environment, Land, Water and Planning	VAGO	Victorian Auditor General's Office
EC5	Environmental Levy Funding Tranche 5	WAN	Wide Area Network
FRD	Financial Reporting Direction		
FTE	Full Time Equivalent		
GIS	Geographic Information System		
GPU	Graphics Processing Unit		
Ha	Hectare		
HR	Human Resources		
ICM	Integrated Catchment Management		

## 06. More information

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

To download this plan please go to:  
[www.ccma.vic.gov.au](http://www.ccma.vic.gov.au)

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## APPENDIX 1 – INCOME ASSUMPTIONS

Investor Program Reference	Department	Program Title	Carry Forward Total \$000	Income Total \$000
<b>State Government</b>				
S1	Department of Environment, Land, Water and Planning	Woody Yaloak and Lough Calvert priority works	109	0
S2	Department of Environment, Land, Water and Planning	Adaptation Pathways for Biodiversity of the Barwon South West	24	0
S3	Department of Environment, Land, Water and Planning	Upper Barwon Landholder Study	37	0
S4	Department of Environment, Land, Water and Planning	Caretaker of Waterway Health	153	342
S5	Department of Environment, Land, Water and Planning	Floodplain Management	179	567
S6	Department of Environment, Land, Water and Planning	Estuary permits and regulation	171	316
S7	Department of Environment, Land, Water and Planning	Woody Yaloak Diversion Scheme and Lough Calvert Drainage Scheme	73	276
S8	Department of Environment, Land, Water and Planning	Barwon through Geelong	281	855
S9	Department of Environment, Land, Water and Planning	Implementation of Regional Floodplain Management Strategy	66	150
S10	Department of Environment, Land, Water and Planning	Small blocks, big dreams: Engaging peri-urban landholders in best practice integrated catchment management	196	478
S11	Department of Environment, Land, Water and Planning	Enhancing Regional and Local Partnerships	16	84
S12	Department of Environment, Land, Water and Planning	Statewide Waterway Citizen Science	100	285
S13	Department of Environment, Land, Water and Planning	The Living Moorabool Flagship Project	228	347
S14	Department of Environment, Land, Water and Planning	Upper Barwon Flagship Project	1,175	183
S15	Department of Environment, Land, Water and Planning	City to Sea - Lower Barwon River and Ramsar Wetlands	266	761
S16	Department of Environment, Land, Water and Planning	Lakes and Wetlands Complex of the South West	106	427
S17	Department of Environment, Land, Water and Planning	Delivering ICM for the Gellibrand	2	236
S18	Department of Environment, Land, Water and Planning	Surf Coast and Otways Restoration	-26	241
S19	Department of Environment, Land, Water and Planning	Strategic modelling and analytical support for the Central and Gippsland Region Sustainable Water Strategies	62	0



Investor Program Reference	Department	Program Title	Carry Forward Total \$000	Income Total \$000
S20	Department of Environment, Land, Water and Planning	Kitjarra-dja-bul bullarto langi-ut (Barwon River Parklands) Masterplan and implementation	1,184	0
S21	Department of Environment, Land, Water and Planning	Reedy Lake, Hospital Swamp, Barwon River and Moorabool River Gauging Project 2021-22	-3	23
S22	Department of Environment, Land, Water and Planning	Enhancing Cultural and waterway amenity values in the Mid-Barwon	210	0
S23	Department of Environment, Land, Water and Planning	Water-Salt Balance Model: Lower Barwon	94	0
S24	Department of Environment, Land, Water and Planning	Regional Landcare Coordination	96	171
S25	Department of Environment, Land, Water and Planning	Victorian Landcare Grants in Corangamite	0	250
S26	Department of Environment, Land, Water and Planning	Future Integrated Catchment Works - Predominantly DELWP Funded	96	500
S27, O5	Department of Environment, Land, Water and Planning / Other	Various small projects to undertake reviews and maintenance of waterways.	120	43
Sub-total			5,019	6,534



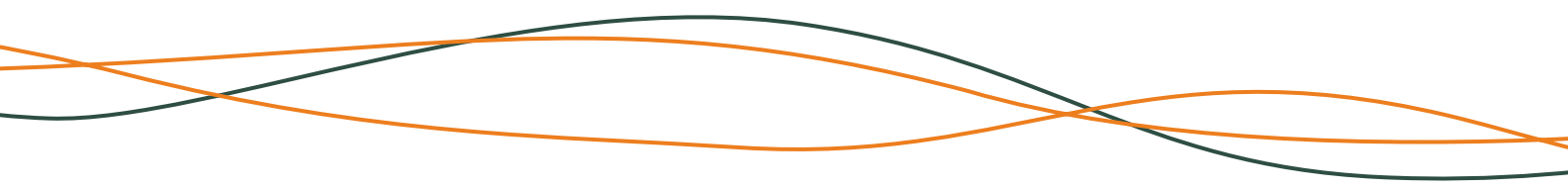
Investor Program Reference	Department	Program Title	Carry Forward Total \$000	Income Total \$000
<b>Commonwealth Government</b>				
C1	Department of Agriculture, Water and the Environment	Bellarine Dunecare - Protecting Sand Dunes on Victoria's Great Ocean Road and the Bellarine Peninsula	100	500
C2	Department of Agriculture, Water and the Environment	Protecting Priority Threatened Species - Corangamite Coast (Yr 2-5)	338	374
C3	Department of Agriculture, Water and the Environment	Improving On-Farm Soil, Vegetation for Larger Agricultural (Yr 2-5)	164	370
C4	Department of Agriculture, Water and the Environment	National Landcare Program Core Services	0	431
C5	Department of Agriculture, Water and the Environment	Protecting the Victorian Volcanic Plains	541	768
C6	Department of Agriculture, Water and the Environment	The Australian Government's Wild Otways Initiative	269	1,804
C7	Department of Agriculture, Water and the Environment	Curdies Estuary Fish Habitat Restoration Project	-11	169
C8	Department of Agriculture, Water and the Environment	Barwon Estuary Fish Habitat Restoration Project	13	142
C9	Department of Agriculture, Water and the Environment	Corio Bay Fish Habitat Project	13	139
<b>Sub-total</b>			<b>1,428</b>	<b>4,698</b>
<b>Other</b>				
O1	Various	NRM Aboriginal Project Officer- Partner Contribution	55	0
O2	Various	The Living Moorabool	127	0
O3	Various	River Detectives in Corangamite	21	0
O4	Various	Future Integrated Catchment Works - Other Funded	32	150
<b>Sub-total</b>			<b>235</b>	<b>150</b>
<b>Total</b>			<b>6,682</b>	<b>11,383</b>

## APPENDIX 2 – BUSINESS STRATEGY INDICATORS

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

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





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