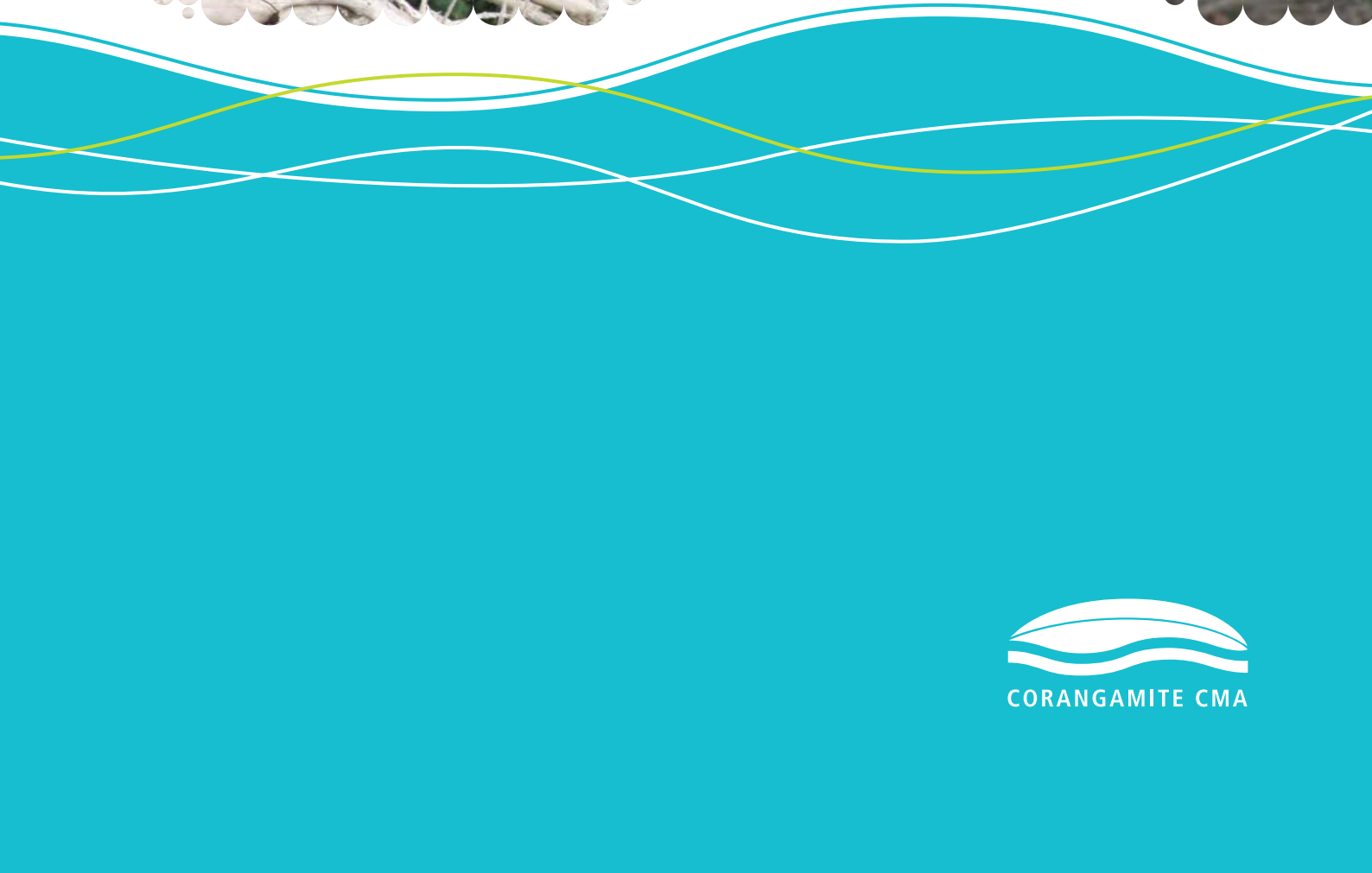
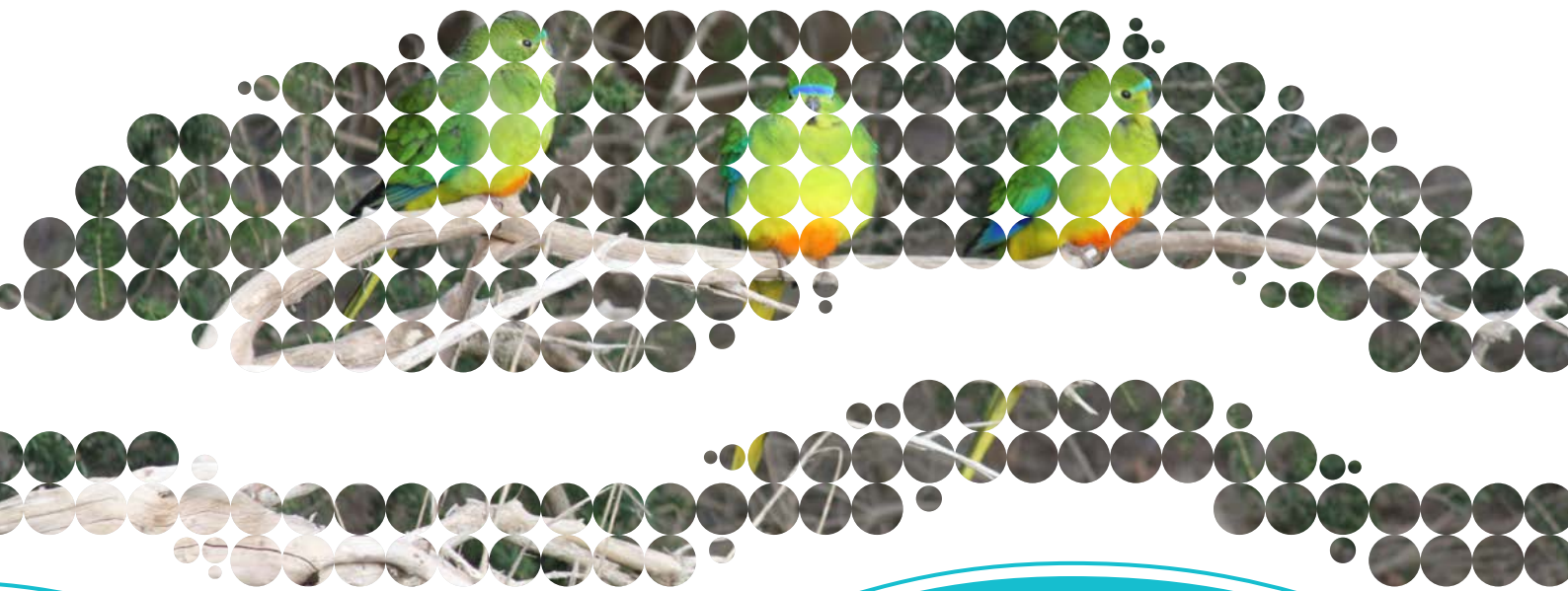


CORANGAMITE CMA

Corporate Plan

2023-2028



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 2023-2028 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, we will be developing new programs within the framework of the National Landcare Program phase III, and Environmental Contribution Tranche 6 framework.

In 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 was approved by the Minister for Water in February 2022. Board and staff held a corporate plan workshop in May 2023 to determine the RCS outcome directions to guide the development of this Corporate Plan.

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.



Cath Jenkins
Chair



In 2022 the
Corangamite CMA
supported over
107 volunteer
citizen scientists to remain
engaged and connected
during COVID-19

What is the Corporate Plan

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

The Corporate Plan is an important document in the planning and management framework of the Corangamite CMA and is informed by a range of policies and strategies shown below. The Corangamite CMA 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.

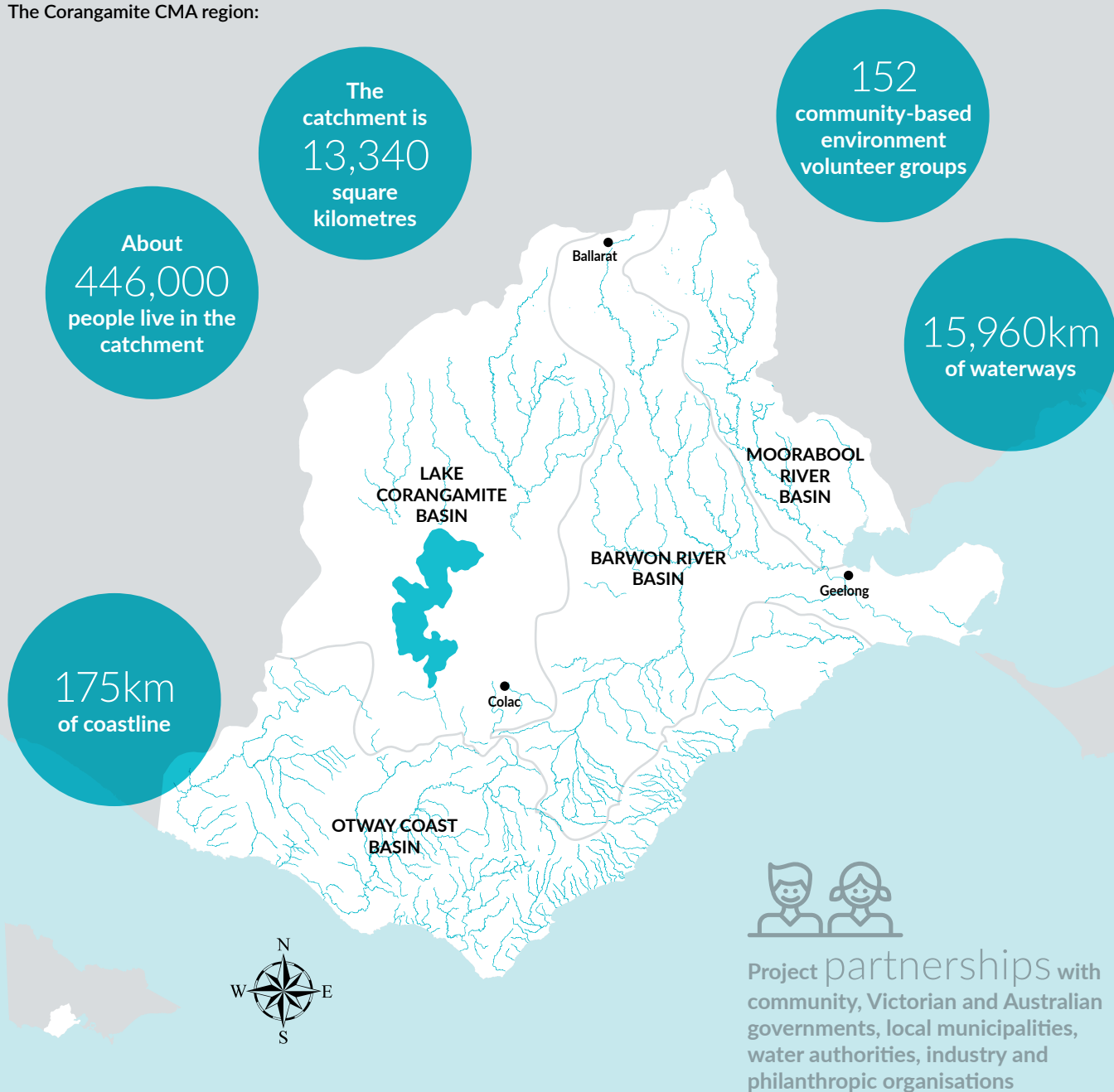
Our catchments have particular significance for Aboriginal Traditional Owners of the Corangamite region. Traditional Owners have strong spiritual and cultural connections to the catchments and have relied on, utilised and managed the catchments for economic, social, physical and cultural health for tens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

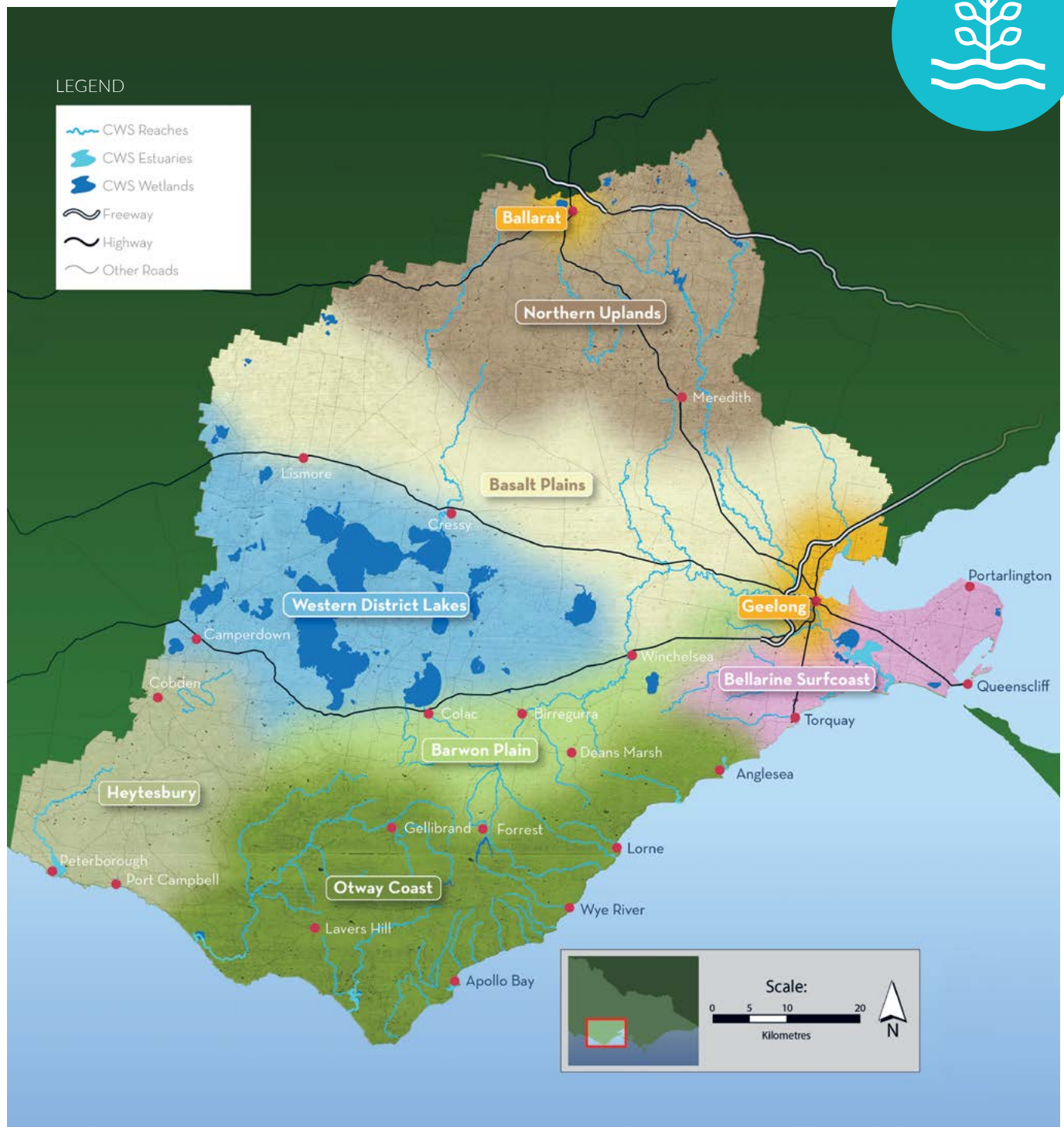
Nine municipalities are part of Corangamite – the cities of Geelong and Ballarat, the Borough of Queenscliff and the shires of Colac Otway, Surf Coast, Golden Plains, Corangamite, Moorabool and Moyne.

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. A map of the Corangamite region's Landscape Systems and links to all eight systems are provided below.



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.

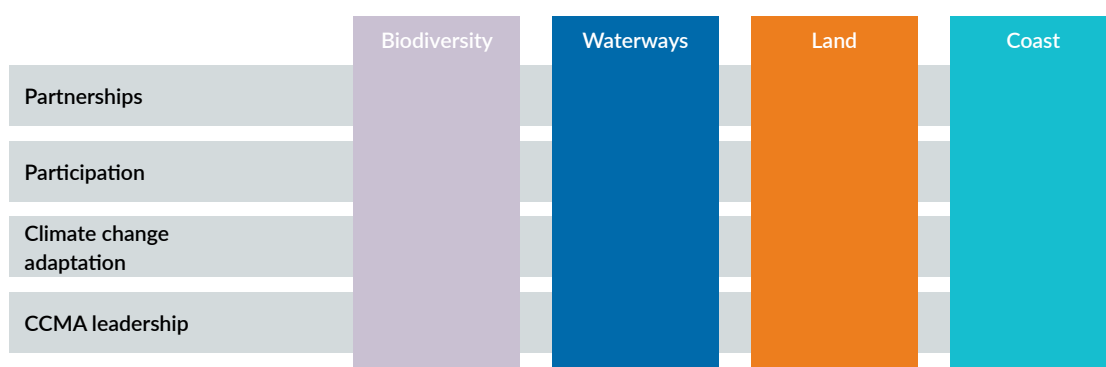
Our purpose is:

'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.

Improved Coastal and Marine Health

The Corangamite CMA will continue to:

- Provide for pro-active management of coastal systems by land managers and community partnerships to improve the health and resilience of our valuable coastal and marine environments.

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
- Work with our partners and stakeholders to promote the collaborative implementation of the Regional Catchment Strategy.

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.

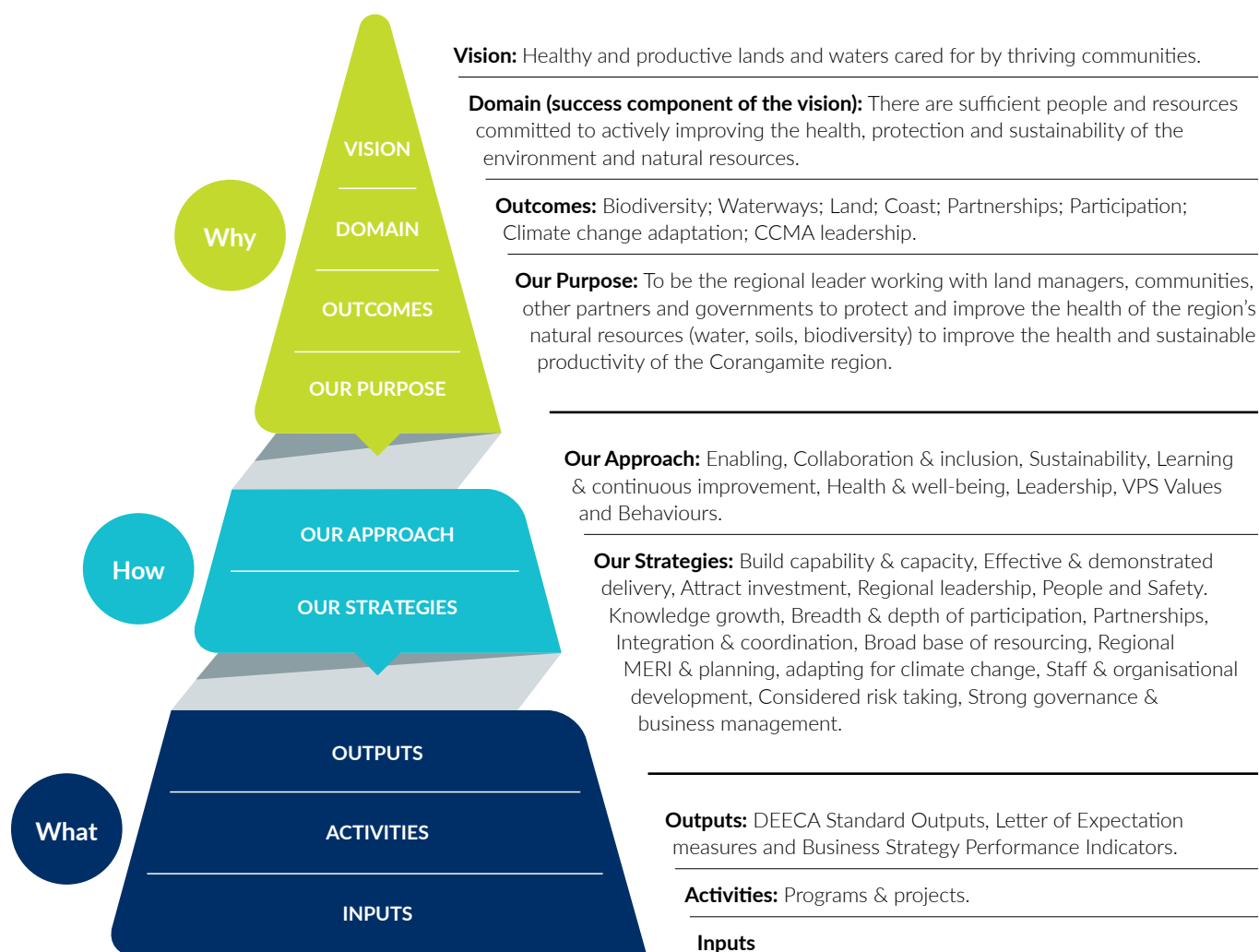
The Minister for Water has outlined nine priority government policy areas for Catchment Management Authorities to address which align to the outcomes shown on page 10.



Priority government policy areas for Catchment Management Authorities:

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	✓	✓	✓	✓		✓			
Coast	✓	✓		✓	✓	✓	✓		
Partnerships	✓	✓	✓	✓	✓	✓	✓		
Participation	✓	✓	✓	✓	✓	✓	✓		
Climate change adaptation	✓	✓	✓	✓	✓	✓	✓		
CCMA leadership				✓		✓		✓	✓

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





1.5 OUR APPROACH AND OUR VALUES AND BEHAVIOURS

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

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

Enabling

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

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 will utilise established strong partnerships with Traditional Owner Groups in the Corangamite region that support delivery of the Regional Catchment Strategy.

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.

1.6 BUSINESS STRATEGIES

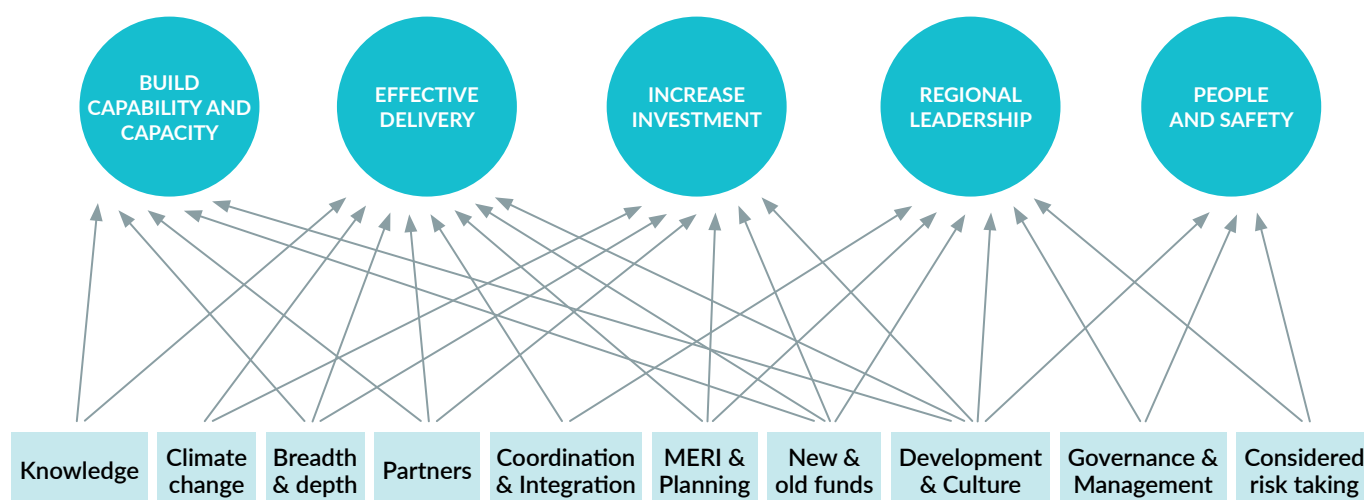
To meet anticipated challenges and opportunities that will arise as the Corangamite CMA seeks to achieve the outcomes and vision set out in the plan, we will pursue the following primary strategies:

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

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

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

Business Strategies:



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.

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 DEECA 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 54).

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 Energy, Environment and Climate Action (DEECA) 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.

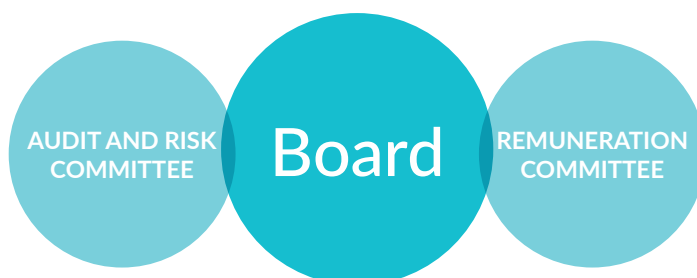
In addition to the Corporate Plan 2020-2025, the Corangamite CMA will also provide the Minister for Water and Minister for Energy, Environment and Climate Change the following documents:

- 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:

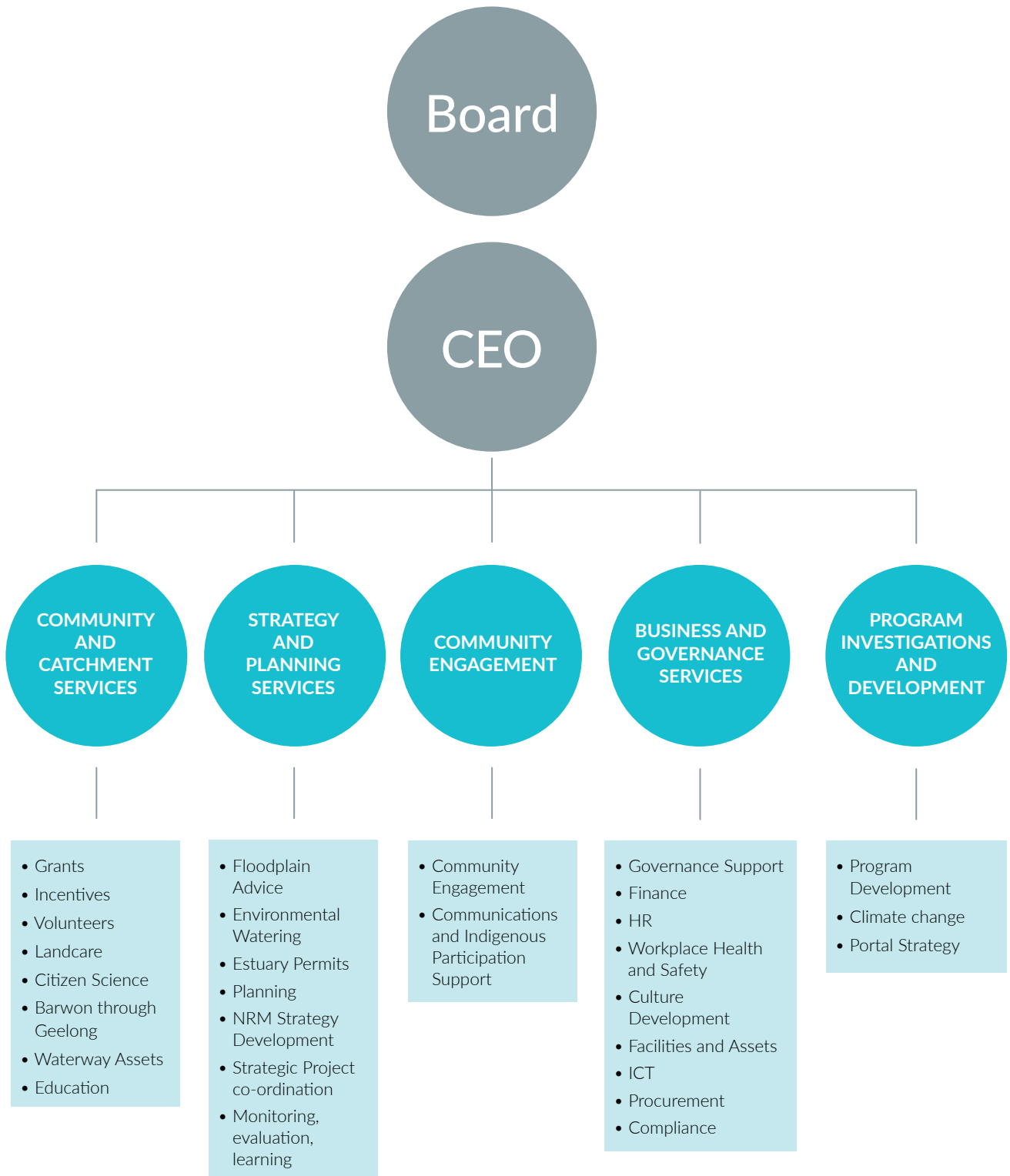
- **Audit and Risk Committee**
To monitor and evaluate the adequacy and effectiveness of the corporate governance and risk management frameworks.
- **Remuneration Committee**
To oversee the management, performance and remuneration of the CEO and advise on significant human resource policy.



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
- Utilise system which enable the sharing of information.

managing the **Barwon**
River and its parklands
in the centre of
Geelong



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

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

- **The community**

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

- Strengthen community understanding of Corangamite CMA's role in natural resource management within the region
- Identify community needs, issues and barriers to participation in natural resource management, 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 2023-24 reflects the higher expenditure expected due to:

- Final year of EC5 projects
- Completion of carryover 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.

Environmental Contribution Levy funding tranche 5 (EC5) funding is confirmed for the 2023-24 year. 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.

Corangamite CMA is engaged in planning submissions for the next round of Environmental Contribution Levy projects (EC6), as such future years from 2025-26 included is assumed on currently understood priorities.

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.

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 onwards that there will be a similar amount of funding.

Water	Outcome	Policy Priority Area	Proposed Investment 2023-2024 (\$,000)	Proposed Investment 2024-2025 (\$,000)	Proposed Investment 2025-2026 (\$,000)
Future Integrated Catchment Works - DEECA Funded Future Projects to Deliver on regional Integrated Catchment Works	Waterways	Waterway & catchment health Community engagement & partnerships Aboriginal cultural values	2,138	479	479
Future Integrated Catchment Works - Other Funding Sources 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
Reviews and Investigations Various small projects to undertake reviews and maintenance of waterways currently underway.	Waterways	Waterway & catchment health Community engagement & partnerships Aboriginal cultural values	122	43	-

Water	Outcome	Policy Priority Area	Proposed Investment 2022-2023 (\$,000)	Proposed Investment 2023-2024 (\$,000)	Proposed Investment 2024-2025 (\$,000)
Delivering on our Statutory Functions - Floodplain Management <p>This project delivers the Corangamite CMA'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 Corangamite CMA response to other referrals:</p> <ul style="list-style-type: none"> • Southern Rural Water - Take and Use, Works Licences, Annual Use Limits • DJPR - Work Plans for mines and quarries • EPA - Works Approvals 	Corangamite CMA Leadership Waterways	Waterway & catchment health Community engagement & partnerships Aboriginal cultural values Resilient & liveable cities	950	950	950
Delivering on our Statutory Functions - Estuary permits and regulation <p>This role is focused on risk management of artificial estuary openings using the EEMSS, responding to formal opening requests from Permit Holders and implementing, as per the relevant policies within the VWMS. It is also informed by the EPBC listing of Assemblages of species associated with open-coast salt-wedge estuaries of western and central Victoria ecological community. Other areas of focus for this activity include:</p> <ul style="list-style-type: none"> • Focusing on improving current management arrangements where required at the permitted estuaries through updating (Curdies River, Painkalac Creek, and Anglesea River) or developing (Barham River, Erskine River, Gellibrand River, Aire River, Thompsons Creek, and Spring Creek) MOU's or guidance notes with stakeholders • Regular coordination and consultation with stakeholders to ensure estuaries are not opened in times of high risk • Improve stakeholder and community understanding of estuary opening. 	Corangamite CMA Leadership Waterways	Climate change Waterway & catchment health Community engagement & partnerships Aboriginal cultural values	450	390	390
Delivering on our Statutory Functions - Woody Yaloak Diversion Scheme and Lough Calvert Drainage Scheme <p>The Lough Calvert Drainage Scheme protects rural properties in the lower middle and upper loughs from flooding from Lake Colac while the Woody Yaloak Diversion Scheme is part of a flood protection program for agricultural properties around the shores of Lake Corangamite and Lake Gnarpurt. This activity involves routine maintenance and administration as operational drainage and flood mitigation schemes. Specifically, this involves inspection of infrastructure, planning for and overseeing of maintenance (weed and silt control); Operation of the schemes in a time of flood; water quality and quantity monitoring; administration of the Cundare Pool Grazing licences on land managed by the CMA.</p>	Waterways	Water for agriculture	309	300	300



Water	Outcome	Policy Priority Area	Proposed Investment 2022-2023 (\$,000)	Proposed Investment 2023-2024 (\$,000)	Proposed Investment 2024-2025 (\$,000)
Delivering on our Statutory Functions - Caretaker of Waterway Health This project oversees and provides governance to the Corangamite CMA's Waterway Health program through: <ul style="list-style-type: none"> Meeting responsibilities as the Caretaker of Waterway Health and associated responsibilities under the <i>Water Act</i> Governance and oversight for the delivery of the CWS including strengthening of key partnerships that are enablers for planning and delivery (for example DEECA, ARI, Barwon, Wannon and Central Highlands Water, City of Greater Geelong, Eastern Maar and Wadawurrung) Meeting responsibilities under the associated CMA Statement of Obligations Contributing to state policy and strategy development (eg Waterway Managers Forum and Flagship Project Control Group) Development and delivery of monitoring, evaluation and reporting processes in support of the CWS Renewal as required through the <i>Water Act</i> of the CWS. 	Waterways Corangamite CMA Leadership Biodiversity Partnerships Participation	Climate change Waterway & catchment health Community engagement & partnerships Aboriginal cultural values Resilient and liveable cities and towns Recreational value	426	389	389
Delivering on our Statutory Functions - Barwon through Geelong The Barwon River through Geelong supports a diverse array of recreational, environmental and cultural activities. These include organised events and frequent casual use of the waterway and land for various activities. The CMA has overseen 40,000 participants in the last year at 90 different events, noting that the informal use of the river and parklands is even more significant. This significant asset within the City of Greater Geelong provides great economic benefit to the residents and visitors. The activity therefore needs to keep up with increasing demand to ensure that the assets are in good condition for the enjoyment and safety of the wider community. Therefore, this activity includes (but is not limited to): <ul style="list-style-type: none"> The planning and management for routine maintenance (e.g. mowing, tree management, plantings, weed control) and management of built and natural facilities and landscapes Incident management, monitoring and communications Event scheduling and management of waterway zones and usage Lease management (Rowing / canoe clubs) Broader communication and engagement with the Barwon Rivers Users Group – including executive support Participation in the Barwon River Parklands inter-agency working group Oversight when funding is available of the progressive implementation of the Barwon through Geelong Management Plan Safety works along the river including hazard removal and boat navigation and signage. 	Participation Waterways	Recreational values Resilient & liveable cities	1,011	1,004	1,004

Water	Outcome	Policy Priority Area	Proposed Investment 2022-2023 (\$,000)	Proposed Investment 2023-2024 (\$,000)	Proposed Investment 2024-2025 (\$,000)
Rivers of Gold and Western District Lakes This project builds on existing Ramsar, waterways protection and citizen science programs in the Western District Lakes and surrounding catchment, with activities that will: <ul style="list-style-type: none"> improve the ecological character of the Western District Lakes (WDL) Ramsar site, its tributaries and surrounding lakes and identify and manage drought refuges for EPBC-listed Yarra Pigmy Perch (YPP) in the Woody Yaloak River and Western District Lakes. 	Waterways Biodiversity Participation Partnerships	Climate change Waterway & catchment health Community engagement & partnerships Aboriginal cultural values	444	407	407
City to Sea - Lower Barwon River and Ramsar Wetlands This project will deliver an integrated management program for the Bellarine Landscape Zone, including <ul style="list-style-type: none"> delivery of Corangamite CMA's environmental water management functions for the lower Barwon wetlands; undertaking Ramsar site coordination, monitoring and action implementation; engaging landholders in river health and riparian management; monitoring and management of threatened fish species; and supporting citizen science and community engagement. 	Waterways Biodiversity Participation Partnerships	Climate change Waterway & catchment health Community engagement & partnerships Aboriginal cultural values	780	845	845
Surf Coast and Otways Restoration This project will improve estuary and river health outcomes in the Otway Coast Basin by: <ul style="list-style-type: none"> Supporting Traditional Owner cultural values and access to Country Maintaining existing riparian restoration sites Engaging with new landholders to develop waterway frontage management plans and Maintaining connections between community and waterway managers through support for citizen science monitoring. 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	221	198	198



Water	Outcome	Policy Priority Area	Proposed Investment 2022-2023 (\$,000)	Proposed Investment 2023-2024 (\$,000)	Proposed Investment 2024-2025 (\$,000)
Delivering Integrated Catchment Management for the Gellibrand This project will maintain existing activities in the Gellibrand River and estuary and develop an integrated catchment management plan for the catchment. Upon the development of the plan, the existing activities will be adapted to reflect the plan's priorities. The activities include: <ul style="list-style-type: none"> • using best available evidence to create a catchment plan specific for the Gellibrand • investigating opportunities to improve environmental flows in the river • maintaining existing riparian restoration sites • engaging landholders in waterway frontage protection within catchment plan priorities; • engaging community in citizen science activities 	Waterways Biodiversity Participation Partnerships	Climate change Waterway & catchment health Community engagement & partnerships Aboriginal cultural values	213	213	194
Implementation of Regional Floodplain Management Strategy The Corangamite CMA has worked with its stakeholders (nine local councils, Victoria SES, Water Authorities, Committees of Management and others) to prepare a Regional Floodplain Management Strategy 2018-2028 (RFMS) which contains prioritised actions. This project involves the Corangamite CMA coordinating 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.	Corangamite CMA Leadership Waterways	Waterway & catchment health Community engagement & partnerships Aboriginal cultural values Resilient & liveable cities	174	178	178



Water	Outcome	Policy Priority Area	Proposed Investment 2022-2023 (\$,000)	Proposed Investment 2023-2024 (\$,000)	Proposed Investment 2024-2025 (\$,000)
The Living Moorabool Flagship Project <p>The Living Moorabool flagship program is a large scale, place-based program with a 30-year vision defined by the community reference group of: 'Healthy waterways, healthy people and healthy culture'. This program will be delivered through Integrated Catchment Management practices that incorporate a diversity of stakeholders and activities. Over the life of the Living Moorabool, this will be achieved through a range of interventions as expressed in Attachment 1.</p> <p>The EC5 project will focus on the following activities:</p> <ul style="list-style-type: none"> • Facilitating improved coordination across activities and ensure sharing of knowledge with other key stakeholders • Planning and delivery of environmental water consistent with annual watering plans • Community engagement for environmental water • Maintenance of past riparian management investments and targeted new investments • Use of citizen science to better connect people to the river and inform management decisions. 	Waterways Biodiversity Participation Partnerships	Climate change Waterway & catchment health Community engagement & partnerships Aboriginal cultural values	297	282	282
Upper Barwon Flagship Project <p>Corangamite CMA 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:</p> <ul style="list-style-type: none"> • Planning and Governance • Planning and delivery of environmental water entitlement consistent with annual plans • Waterway health: on-ground works and community education • Community engagement for environmental water. 	Waterways Biodiversity Participation Partnerships	Climate change Waterway & catchment health Community engagement & partnerships Aboriginal cultural values Resilient & liveable cities	729	612	612

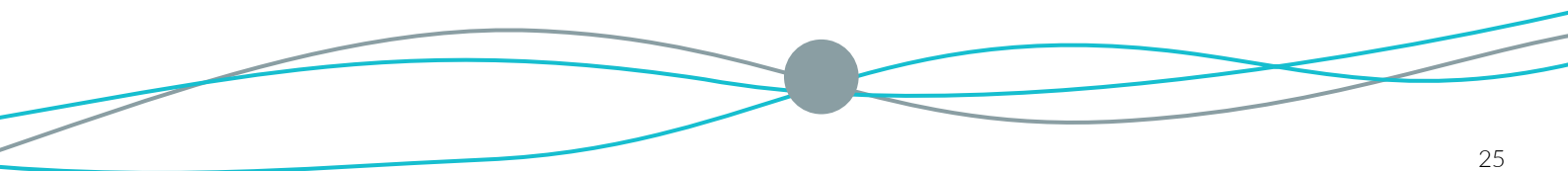
Water	Outcome	Policy Priority Area	Proposed Investment 2022-2023 (\$,000)	Proposed Investment 2023-2024 (\$,000)	Proposed Investment 2024-2025 (\$,000)
Kitjarra-dja-bul bullarto langi-ut (Barwon River Parklands) Masterplan and implementation The project will develop and partially implement a masterplan for the Kitjarra-dja-bul bullarto langi-ut (Barwon River Parklands) including the following work packages: 1. Masterplan development <ul style="list-style-type: none"> Setting vision and objectives consistent with community and Traditional Owner preferences and existing projects and planning activities Selecting, prioritising and costing projects to meet the agreed vision and objectives Conceptual design of high priority projects Business case for investment in high priority projects Governance and funding model assessment. 2. Design and approvals <ul style="list-style-type: none"> Regulatory approvals for high priority projects Detailed design of high priority projects. 3. Construction <ul style="list-style-type: none"> Commencement of construction for high priority projects. 	Waterways Planning and management Community benefits Partnerships Participation and investment	Waterway & catchment health Community engagement & partnerships Aboriginal cultural values Recreational values Resilient & liveable cities	778	788	788
Barwon Flagship Part C - Enhancing Cultural and waterway amenity values in the Mid-Barwon Restoration works along the Barwon River and Leigh River and tributaries that flow in from Teesdale, Bannockburn and Shelford to Inverleigh. This is offering standard waterway incentives to Local Council and private landholders with waterway frontage for activities such as fencing, weed control, revegetation, off stream water for: 1. Culturally significant sites 2. Riparian Restoration 3. Amenity Values	Waterways Community benefits Partnerships	Waterway & catchment health Aboriginal cultural values Recreational values	69	-	-
Reedy Lake, Hospital Swamp, Barwon River and Moorabool River Gauging Project 2021-22 Pay for charges incurred by the Recipient under the southern Regional Water Monitoring Partnership (RWMP) to maintain and operate four water measurement sites. The four sites are: <ul style="list-style-type: none"> Site 233269 Barwon River u/s Lower Barrage of Geelong Wetlands Site 233603 Reedy Lake at Connewarre Site 233604 Hospital Swamp at Connewarre Site 233242 Moorabool River at Coopers Crossing Meredith. 	Waterways	Waterway & Catchment Health	13	-	-
Total			9,277	7,238	7,176

Land	Outcome	Policy Priority Area	Proposed Investment 2023-2024 (\$,000)	Proposed Investment 2024-2025 (\$,000)	Proposed Investment 2025-2026 (\$,000)
Improving On-farm Soil, Vegetation and Biodiversity for larger agricultural enterprises in the Corangamite Management Unit <p>This project builds on the experiences of the Corangamite CMA in partnership with farmers, community groups (including Landcare) and agriculture industry groups of the Corangamite region. to enhance soil health and native vegetation on farms. Soil acidity has been identified as a regional soil health issue within the Corangamite region and this project will then focus on farmers within the central cropping areas of the region to adopt soil acidity management practices. while farmers within the southern dairy and cattle grazing areas of the region, will be, targeted to improve their capacity to manage dairy effluent, apply appropriate nutrient management regimes and incorporate native vegetation into farming systems. The overall approach is based upon knowledge and extension activities, supported by some financial incentive programs. Different approaches are tailored to suit different target audiences to ensure maximum engagement and participation.</p>	Waterways Planning and management Biodiversity Partnerships	Build Capability and Capacity Regional Leadership	22	-	-
Regional Landcare Coordination <p>The Regional Landcare Coordinator (RLC) program is funded by the Victorian Government's Landcare Program and supports 152 community-based environmental volunteer groups with more than 4,200 members. The Regional Landcare Coordinator (RLC) position develops and implements regional Landcare support plans, undertake capacity building with groups and networks and facilitate access to grants and other funding.</p>	Community benefits Biodiversity Partnerships	Community engagement & partnerships	211	219	219
Victorian Landcare Grants in Corangamite <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

the **Regional Landcare Coordinator** program
 supports **152** community-based environmental volunteer groups with more than **4,200** members



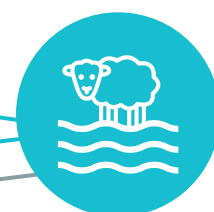
Land	Outcome	Policy Priority Area	Proposed Investment 2023-2024 (\$,000)	Proposed Investment 2024-2025 (\$,000)	Proposed Investment 2025-2026 (\$,000)
Small blocks, big dreams: Engaging peri-urban landholders in best practice integrated catchment management <p>This project will engage new peri-urban landholders in catchment management and empower them to adopt environmental best practices through a tailored farm planning program. The project will target smaller properties with intensive land uses, specifically</p> <ul style="list-style-type: none"> • artisan producers • lifestyle farmers • animal husbandry. <p>Most of these land uses are located near priority waterways, special water supply areas and/or adjacent to or upstream of Ramsar wetlands.</p> <p>This project aims to increase landholder skills, knowledge and confidence in natural resource management and support landholders to implement practice change including pest plant and animal control, soil health and native vegetation improvements. It aims to develop landholders into 'catchment stewards' who can act as mentors for their neighbors and the local community.</p>	Waterways Biodiversity Participation Partnerships	Climate change Waterway & catchment health Community engagement & partnerships Aboriginal cultural values Resilient & liveable cities	759	655	655
Protecting the Victorian Volcanic Plains <p>This project will be delivered on a landscape scale, using established partnerships and knowledge to deliver, across public and private land, improved land management practices across the Victorian Volcanic Plain (VVP) within the Corangamite Management Unit. Community awareness programs will also be delivered to increase the knowledge of the community to increase the capacity of land managers to undertake and maintain works as well as to engage with Traditional Owners. The project will also support the management training of various land managers associated with the VVP's linear reserves, provide incentives to directly target specific onground works that enhance nationally threatened ecological communities on private land and deliver on specific actions that address EPBC listed species requirements on the VVP.</p>	Corangamite CMA Leadership Partnerships Biodiversity Waterways Land Management	Waterway & catchment health Community engagement & partnerships Aboriginal cultural values Water for agriculture	78	78	78
Total			1,320	1,202	1,202



Community	Outcome	Policy Priority Area	Proposed Investment 2023-2024 (\$,000)	Proposed Investment 2023-2024 (\$,000)	Proposed Investment 2024-2025 (\$,000)
Wadawurrung Partnership Working with project managers and the broader organisation to improve Aboriginal awareness and participation. With a focus on engaging and building strong relationships with Traditional Owners and Aboriginal communities, this position will support the integration of Traditional Owner and Aboriginal Community Caring for Country aspirations in the planning and delivery of projects.	Partnerships	Community engagement & partnerships Aboriginal cultural values	70	-	-
Statewide Waterway Citizen Science This project will support the ten CMA regions in developing and delivering diverse citizen science opportunities for their communities to connect with, learn about and care for Victoria's waterways. It builds on the successful community monitoring and engagement undertaken through the Victorian Waterwatch and EstuaryWatch programs over the last 27 and 13 years respectively, which have fostered environmental stewardship and informed waterway management decisions. This project will also broaden the citizen science opportunities available to community to help generate new data, drive innovation and connect more community members to their waterway. The project will fund the Statewide Citizen Science Facilitator to: <ul style="list-style-type: none"> • Coordinate state level planning, monitoring, evaluation and reporting processes. • Support the regional delivery of citizen science. • Develop and maintain statewide communications and media. • Promote and instill state level policy directions for citizen science through program delivery and regional projects. 	Participation Waterways	Waterway & catchment health Community engagement & partnerships Aboriginal cultural values	306	284	284
Enhancing Regional and Local Partnerships Enhancing regional and local partnerships will deliver engaged communities, strong partnerships and support Traditional Owner involvement in natural resource management (NRM) projects and programs in the Corangamite catchment management area. The project will build on the Our Catchment Our Communities work and learnings to support the: <ul style="list-style-type: none"> • Continuation and strengthening of the Corangamite Catchment Partnership Agreement • Corangamite Community Engagement Network (a group of diverse community members skilled in delivering community input into NRM planning and projects) • Contribution to state-wide initiatives to support the development and promotion of Our Catchments Our communities • Formalisation and strengthening of partnerships with the Traditional Owners of the Corangamite Region. 	Participation Partnerships	Community engagement & Partnerships Improving performance and demonstrating outcomes	82	102	102
Total			483	386	386



Biodiversity	Outcome	Policy Priority Area	Proposed Investment 2023-2024 (\$,000)	Proposed Investment 2024-2025 (\$,000)	Proposed Investment 2025-2026 (\$,000)
National Landcare Program Core Services Provides Core Engagement, Communication, Planning and Regional Agricultural Landcare Facilitator support to the broader National Landcare Program.	Waterways Biodiversity Participation Partnerships Land Management CCMA Leadership	Climate change Waterway & catchment health Community engagement & partnerships Aboriginal cultural values	431	431	431
Protecting Priority Threatened Species of the Corangamite Coast The Corangamite CMA has actively lead the delivery of a coastal program funded by the Australian Government that has included management for threatened species since 2008. This Project will build on the past work, experience, partnerships and knowledge to improve Orange-bellied Parrot habitat, across public and private land. The project will create opportunities to collaborate with BirdLife Australia and DEECA 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	47	-	-
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 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	11	-	-
Wild Otways Initiative - Fox and feral cat control in planned-burn landscapes to protect threatened species in the Otway Ranges 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	17	-	-



Biodiversity	Outcome	Policy Priority Area	Proposed Investment 2023-2024 (\$,000)	Proposed Investment 2024-2025 (\$,000)	Proposed Investment 2025-2026 (\$,000)
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 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 cinnamomica 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	14	-	-
Wild Otways Initiative - Conserving threatened small mammals in the Otway Ranges, Bells Beach (Ironbark Basin) and Great Ocean Road Hinterland 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	11	-	-
Wild Otways Initiative - Rewilding threatened species in the Otway Ranges 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	25	-	-
Wild Otways Initiative - Community grants program to protect and restore native plants, wildlife and coastal environments 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	11	-	-



Biodiversity	Outcome	Policy Priority Area	Proposed Investment 2023-2024 (\$,000)	Proposed Investment 2024-2025 (\$,000)	Proposed Investment 2025-2026 (\$,000)
Regional Landcare Program - Round 3 Projects 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	1,200	1,200	1,200
Total			1,767	1,631	1,631

Coastal	Outcome	Policy Priority Area	Proposed Investment 2023-2024 (\$,000)	Proposed Investment 2024-2025 (\$,000)	Proposed Investment 2025-2026 (\$,000)
Dunecare - Protecting Sand Dunes on Victoria's Iconic Surf Coast, Bellarine Peninsula and Great Ocean Road Australian Government election commitment. The Initiative is to focus on conserving coastal sand dune native flora and fauna habitat at risk of erosion from the Bellarine Peninsula to Marengo, including areas managed by organisations including Bellarine Bayside Coastal Management, Queenscliffe Borough Council, Barwon Coast Committee of Management, City of Greater Geelong, Surf Coast Shire, Parks Victoria, Barwon Water, the Great Ocean Road Committee, and Otway Coast Committee of Management.	Community benefits Biodiversity	Community engagement & partnerships	30	-	-
Total			30	-	-



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)
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: - Support regional partners in planning and action on mitigating impacts of climate change - Pursue funding and resources from a broad range of sources (traditional and new)	Seed funding to Support .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 adaptation	160
National Landcare Program (NLP) Round 3 Funding Round Preparation	Contract support for the development of the NLP3 bid	The project: - Will ensure the best quality and compliant bid for NLP Round 3 projects - Will embed biodiversity conservation, sustainable agriculture and climate change resilience programs for the region	50
Lake Bullen Merri	Opportunistic riparian improvement program	The project: - Will provide riparian improvements and reduce the risk of BGA blooms - Will support community enthusiasm to improve NRM around the lake edge	50
Addressing regional concerns	Funding to support regional catchment health concerns through an allocation of funding to: i) initiate studies into waterway health in areas of concern for community and; ii) provide funding for initial onground works where required	Support addressing community concerns around emerging catchment health issues in a pragmatic and proactive manner	130
Gap Analysis Project Management Systems	Analyze gaps in current CCMA Project Management systems, including budgeting and reporting. Scope to include potential need for Customer Response Management improvements	Improve efficiency and agility to identify and responding to changing project conditions	40
Corangamite Waterway Strategy Review	Review of Corangamite CMA's waterway strategy to ensure relevance and effectiveness	Enables Corangamite CMA to ensure Waterway Strategies are aligned to overall service goals and government directions	30
Total			530

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

- Monitoring and reporting outcomes of the 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 retention of Board and Staff including the use of internships, student placements, flexible working arrangements, tailored training for skills development 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 defining how engagement with Corangamite CMA can benefit consumers and partners
- 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
- Continued development of our website to provide easily accessible and useful information for communities of our region
- 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

- Continued investment in technology to enhance project management and corporate transparency
- Review fees and charges structure for registered events on the Barwon through Geelong, to support asset maintenance
- Communication to business and public of the 'Return On Investment' benefits from partnering with CCMA
- Focus on developing community and business partnerships to improve CCMA's public profile and influence, including implementing clear Service Level Agreements
- Investigation of business partnerships to diversify funding streams and community focused outputs
- Continue to respectfully engage with Traditional Owner groups, including matching funding and projects to their values and priorities
- Improve cultural competencies through training.

2.3 OUTCOME INDICATORS, MEASURES AND STANDARD OUTPUTS

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

The table (page 32) 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.

A focus on retention
of Board and Staff including
the use of internships,
student placements and
flexible working
arrangements



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

Outcomes	4 Year Outcome Indicator	Standard Outputs
Increased breadth and depth of participation	Continue to build extensive, effective and consistent approaches to community engagement and partnerships in regional planning and implementation	Plan / Strategy Engagement events Partnerships Publication
	Increase in community participation in natural resource management educational and behavioural change events supported by or coordinated by the Corangamite CMA	
	Work collaboratively with organisations and communities to strengthen engagement approaches and capacity	
	Commit to working collectively via Vic Catchments membership to strengthen collaboration and performance in the catchment management sector in Victoria	
	Number of effective engagements and partnerships with Traditional Owners in water planning and management that have led to improved outcomes for Aboriginal communities	
Increased resilience and adaptation of natural assets to climate change	Progress on climate change adaptation initiatives outlined in climate change and catchment strategies	Not applicable*
	Explore opportunities to sequester carbon and generate carbon offsets	Not applicable*
The Corangamite CMA is a respected and trusted regional leader in catchment health and management	Fulfil 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 DEECA 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 ENDEMIC INFLUENCES

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 managed our response in line with our COVID Safe plan and followed direction and advice from the Victorian Government and the Victorian Chief Medical Officer. As we transition from pandemic responses towards an endemic response to COVID-19 we review our pandemic learnings and apply these to our future activities to minimise impact to our activities.

Learnings

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

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





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	<ul style="list-style-type: none"> • Face-to-face interaction has been difficult in the midst of continued lockdowns and pandemic restrictions. In response we have continued to develop virtual meeting capacity. 	<ul style="list-style-type: none"> • Increased training of staff in managing online and hybrid (mixture face to face and online) engagement events • Selection of engagement method to align with purpose of the engagement and needs and expectations of partners and participants. Develop guidance for staff.
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"> • Via Regional Catchment Strategy development, a platform for the community and CMA has been developed to log project ideas spatially (RCS Prospectus) • Regular meeting with Catchment Partnership Agreement Agency participants. 	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"> • 3 day in Office default position established • Continued improvement in online systems to support hybrid working model • Establishment of staff consultative Committee to support establishment of ongoing policy around flexible working arrangements • Flexible working arrangements introduced, ensuring balance between remote and in person connections • Improved connectivity with stakeholders through mix of virtual and in person methods. 	<ul style="list-style-type: none"> • Review of Flexible Working Arrangements Policy • Schedule for Office presence • Selection of engagement method to align with purpose of the engagement and needs and expectations of partners and participants • Continue to review balance of hybrid working arrangements.
Continue to develop improved online methods of storing, processing, accessing and disseminating information	<p>Continued investment and improvement in:</p> <ul style="list-style-type: none"> • Social Media • Knowledge Portals • Finance Systems • Online information management systems (SharePoint) • Online meetings • Virtual meeting systems. 	<ul style="list-style-type: none"> • Continued focus on communication, engagement and knowledge systems to reflect landscape zones. • Ensure staff are well trained in new systems and tools • Implementation of CRM • Implement consistent project folder structure in Sharepoint • Continue to review online methods of information dissemination to ensure it meets the needs of users.
Seek to further improve office efficiencies, services and knowledge distribution by investment in systems and technologies	<ul style="list-style-type: none"> • See above • COVID has validated improvements to systems by moving away from manual forms and processes. 	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"> • Development of Carbon Neutrality Action Plan that incorporates considerations for reducing Carbon emissions in these areas. • Increased environmental considerations in purchasing and travel policies. 	Continued implementation of Carbon Neutrality Action Plan
Utilise our return to physical workplaces to re-energise cross-function initiatives and program delivery	<ul style="list-style-type: none"> • Implementation of hybrid in person and virtual meetings to maintain an environment of collaborative teamwork. 	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"> • Development of our Portal Strategy and in particular the development of an interactive online Regional Catchment Strategy • Review and update to Corangamite CMA website to improve usability and focus on user information needs. 	Develop more video content to 'tell the story' of catchment health

Managing our ongoing COVID-19 response

The management of our ongoing COVID-19 response will be governed and managed in accordance with Government directives and advice and the implementation of our COVID Safe plan. We have the technology infrastructure in place to work from home where required and engage online with our partners and community. Technology such as Microsoft Teams 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).

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.

A change of Commonwealth Government and worsening economic conditions provides opportunities and challenges impacting funding programs and resource availability. Within our region we are experiencing significant changes to both its population and its demographics bringing with it challenges on our lands and waters.

Despite the ravages of the COVID-19 pandemic, Geelong continues to be one of the fastest growing centres in Australia and is forecast to add 114,000 residents by 2041 (ForecastID 2023).

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>Base Efficiency Reviews are eroding back-office support capacity whilst regulation becomes more intense. CCMA will continue to invest in quality systems to support project management to streamline support functions.</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 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> <p>Look to build community and business partnerships.</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 Corangamite CMA's visibility in its activities around climate change through:</p> <ul style="list-style-type: none"> • Development and promotion of climate change adaptation stories • Improved visibility on our website of our role in climate change resilience and resources for the community <p>Strong focus on climate change adaptation as part of the implementation of the new Regional Catchment Strategy</p> <p>Work closely with other agencies to co-ordinate our climate change activities to improve outcomes.</p> <p>Establish and clarify our role in supporting the region in adapting to climate change.</p> <p>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"> • increase landholder and Corangamite CMA understanding of natural assets on farms • plan for potential impacts from climate change • obtain information on what practice change / actions / potential issues and projects landholders are wanting to work on. <p>Ensure all NRM projects do not negatively impact on regional biodiversity values and do incorporate biodiversity values into their design.</p> <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>Provide 'a Return-On-Investment' advice to community groups and business, highlighting the long-term benefits of NRM investment.</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"> • Access to and use of online mapping such as NRM Portal and other related technologies to provide access to information • Leverage off current online RCS approach to continue to inform our stakeholders.
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"> • Identify synergies for delivering outcomes • Incorporate TO knowledge and methods into programs • Share resources • Advocate for each other. <p>Utilise technology to improve monitoring and lower cost.</p> <p>Consider and plan for temporary transfers.</p> <p>Utilise the new Regional Catchment Strategy to support drivers of change.</p> <p>Develop estuary strategy agreed with partners.</p> <p>Act as a conduit for information between government and the community.</p> <p>Seek resources to support monitoring activities.</p> <p>Continued involvement in Integrated Waterway Monitoring, Long-Term Water Resources Assessment and Sustainable Water Strategy to support environmental flows and associated ecological, social and economic outcomes.</p>

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 DEECA, 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 land managers.</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"> • Greater use of alternative water (desal, re-use and stormwater) • Community education in relation to the true cost of water, water efficiency, and the role of the CMA. • Continued development of Relationships – collaboration, leverage, strengthening with Local Government • Consider Policy levers such water pricing • Increased focus on compliance • Getting in ahead of the growth pressures with infrastructure • Education on negative consequences of development on floodplains • Contribution from developers to be used in riparian areas impacted by new developments • land stewardship built into all property ownership.
Significant adverse events could detract from the Corangamite CMA's performance or reputation (e.g. serious injury to staff or a member of the public, failure of ICT systems, fraud, corruption or governance failure)	<p>Continue to review and mature effective risk management systems and processes.</p> <p>Implement and annually review progress of Systems Roadmap.</p> <p>Continue to train staff in OH&S, fraud prevention, cyber security and risk management.</p> <p>Continue 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 Corangamite CMA 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.
- Regular review of Risk Appetite Statement

3.3 REGIONAL CATCHMENT STRATEGY

The Regional Catchment Strategy provides an opportunity to provide a context in which we integrate, and plan works over the medium to longer term to drive consistent outcomes which improve water, biodiversity, land, coast and marine and community health. All works Corangamite CMA undertakes will have reference to the Regional Catchment Strategy.

Outcomes are divided into medium-term improvements over 6 years, and longer-term improvements over 20 years:

6 Year Outcomes	20 Year Outcomes
WATER	
<p>WO1. By 2027 there is an improvement in riparian extent and condition, hydrological regime and water quality compared to 2022 baselines in priority waterways defined in the Corangamite Waterway Strategy.</p> <p>WO2. By 2027, the efficiency of consumptive water use from our priority waterways will be improved through use of cost-effective alternative water sources and demand management strategies.</p> <p>WO3. By 2027, waterway amenity will be improved for high priority urbanised waterways to enhance the user experience and connection to the natural landscape, compared to 2021 baseline.</p> <p>WO4. By 2027, the condition of Ramsar listed wetlands and other priority wetlands identified in the Corangamite Waterway Strategy will be maintained and improved compared to 2021 baseline.</p> <p>WO5. By 2027, the water quality of priority estuaries are maintained or improved, compared to index of estuary condition 2019 baseline.</p> <p>WO6. By 2027, Wadawurrung and Eastern Maar Traditional Owner rights to access and manage water will be acknowledged and respected including a strong Traditional Owner voice on:</p> <ul style="list-style-type: none"> • all water planning activities which have the potential to provide water for Traditional Owner cultural or economic purposes; • the timing and quantum of all environmental water releases; • minimum environmental flows required for a healthy river; • land management activities contributing to a healthy river system; • knowledge and education on Traditional Owner values of water and connection to Country; and, • development activities which may impact culturally significant water and riparian assets <p>WO7. By 2027, there is an increased understanding of floodplain management in relation to ecological and cultural values and mechanisms to mitigate the risk of flooding.</p> <p>WO8. By 2027, the community's understanding and awareness of the environmental, social and economic values of water will be increased compared to 2022 baseline.</p> <p>WO9. By 2027 there will have been an increase in the extent of in-stream habitat compared to 2021 baseline in priority waterways for resilience of threatened native fish and waterway dependent species.</p>	<p>By 2042, regional waterways (rivers, wetlands, lakes, estuaries and groundwater) are more resilient to the impacts of climate and land use change.</p>

6 Year Outcomes	20 Year Outcomes
BIODIVERSITY	
<p>BO1. By 2027, there is a 10% increase in the regional community valuing biodiverse landscapes, planning for climate change adaptation and actively contributing to their protection, enhancement, and restoration.</p> <p>BO2. By 2027, 90% of biodiversity planning, decision making, monitoring and data access is based on state-wide biodiversity decision tools and complemented by local specific information.</p> <p>BO3. By 2027, there is an overall net gain of habitat for all flora and fauna species within the region.</p> <p>BO4. By 2027, threats to biodiversity from pest species are recognised and appropriately controlled in priority locations across all land tenures.</p> <p>BO5. By 2027 120,000 hectares in priority locations are under sustained herbivore control.</p> <p>BO6. By 2027 20,000 hectares in priority locations are under sustained predator control.</p> <p>BO7. By 2027 20,000 hectares in priority locations are under sustained weed control.</p> <p>BO8. By 2027 4,500 hectares of revegetation in priority locations for habitat connectivity is established.</p> <p>BO9. 2027, 4,500 hectares of new permanently protected area on private land is established.</p>	<p>By 2042, 90% of the region's ecosystems are biodiverse and resilient to the challenges of climate and land use change.</p> <p>By 2042, 90% of the region's ecosystems are biodiverse and resilient to the challenges of climate and land use change.</p> <p>By 2042, a regional net gain of the overall extent and condition of habitats across terrestrial, waterway and marine environments is achieved.</p>

6 Year Outcomes	20 Year Outcomes
LAND	
<p>LO1. By 2027, land manager capacity in effective management practices is increased to address the range of threats and market changes.</p> <p>LO2. By 2027 there is a 20% increase (compared to 2022 levels) in private agricultural landholders engaging in sustainable land management practices.</p>	<p>By 2042, the region's land is managed within its capacity as climate change impacts increase.</p>

6 Year Outcomes	20 Year Outcomes
COAST AND MARINE	
<p>MO1. By 2027, proactive management of coastal ecosystems by land managers and the community results in a net gain in the health and resilience of the region's highly valued marine and coastal environment.</p>	<p>By 2042, an increase in the extent and condition of coastal habitats, together with improved water quality flowing into the marine environment, contributes to building a healthy, dynamic and biodiverse marine and coastal environment.</p>

04. Estimates of revenue and expenditure

4.1 PROGRAMS BUDGET

The below represents the 2023-24 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	C4, C6	134	-	2,131	-	2,265	1,767	498
Community	S11, S12, O1, O3	156	369	-	-	525	483	42
Land	S10, S24, S25, C3, C5	468	918	-	-	1,857	1,320	537
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	3,362	5,094	-	821	9,277	9,277	-
Coastal	C1	30	-	-	-	30	30	-
Total		4,150	6,381	2,131	821	13,954	12,877	1,077

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			
351	Interest	264	200	185
258	Other	367	418	418
609	Total Local Revenue	631	618	603
	Grants			
8,259	State	7,024	7,436	7,659
4,770	Federal	2,131	2,100	2,100
13,029	Total Grants Revenue	9,155	9,536	9,759
11,808	Total Revenue	9,787	10,154	10,362
	Expenditure			
	Governance and Operations			
966	Depreciation	975	1,025	1,078
2,695	Operations	3,524	3,574	3,147
14,148	Strategic Programs	11,134	7,445	7,123
17,809	Total Expenditure	15,633	12,044	11,348
(4,171)	Operating Surplus (Deficit)	(5,846)	(1,891)	(986)

4.3 CASH FLOW STATEMENT

Corporate Plan 2022-2027 2022-23 (\$,000)		Corporate Plan 2023-2028 2023-2024 (\$,000)	Corporate Plan 2023-2028 2024-2025 (\$,000)	Corporate Plan 2023-2028 2025-2026 (\$,000)
	Receipts from Operating activities			
	Other			
351	Interest	264	200	185
258	Other	367	418	418
609	Total Other Revenue	631	618	603
	Grants			
8,259	State	7,024	7,436	7,659
4,770	Federal	2,131	2,100	2,100
13,029	Total Grants Revenue	9,155	9,536	9,759
684	Movements in Accounts Receivable	1,200	151	0
14,322	Total Cash Received (1)	10,987	10,305	10,362
	Cash Payments			
2,695	Governance and Operations	3,524	3,574	3,147
14,148	Programs	11,134	7,445	7,123
300	Other (Capital Assets Purchase - Net of Sale)	259	200	200
1,193	Movements in Accounts Payable	100	49	1
18,336	Total Cash Payments (2)	15,017	11,268	10,471
-4,014	Net Cash Changes (1)-(2)	-4,030	-963	-109
12,633	Closing cash position	8,603	7,639	7,530

4.4 BALANCE SHEET

Corporate Plan 2022-2027 2022-2023 (\$,000)		Corporate Plan 2023-2028 2023-2024 (\$,000)	Corporate Plan 2023-2028 2024-2025 (\$,000)	Corporate Plan 2023-2028 2025-2026 (\$,000)
	Assets			
	Current			
12,633	Cash & Cash Equivalents	8,603	7,639	7,530
2,651	Receivables	1,451	1,300	1,300
15,284	Total Current Assets	10,054	8,939	8,830
	Non-Current			
	Fixed Assets			
51,642	At Cost	51,942	55,313	61,100
3,008	Less Accumulated Depreciation	3,983	5,009	6,086
48,634	Written down Value	48,000	50,304	55,014
48,634	Total Non-Current Assets	47,959	50,304	55,014
63,917	Total Assets (1-2)	58,012	59,244	63,845
	Liabilities			
	Current			
1,200	Creditors and Accruals	1,100	1,051	1,050
880	Provisions – current	924	970	1019
136	Lease Liability - current	148	130	130
2,216	Total Current Liabilities	2,172	2,151	2,199
	Non-Current			
155	Provisions – non current	130	140	147
339	Lease liability – non current	349	322	322
494	Total Non-Current Liabilities	479	462	469
2,710	Total Liabilities (2)	2,651	2,613	2,668
61,207	Net Assets (1)-(2)	55,361	56,631	61,177
	Accumulated Deficit			
45,108	Physical Asset Revaluation	45,109	48,268	53,800
(1,157)	Accumulated funds	(5,328)	(11,174)	(13,065)
(4,171)	Surplus/Deficit	(5,846)	(1,891)	(986)
21,427	Contributed Capital	21,427	21,427	21,427
61,207	Total Equity	55,362	56,630	61,177

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 \$320K 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.	20
Network Infrastructure and Wi-Fi improvement	Utilise cloud infrastructure and facilitate wireless access	Improved efficiency and security.	65
Video Conferencing Upgrades	Renewal and upgrade of video conferencing equipment	Improve security standards, enable remote meeting attendance, improve efficiency.	15
Double Glazing and roofing insulation	Install roof installation and thermal filming to windows in office	Improve emergency efficiency and environmental footprint. Reduce ongoing costs.	39
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.	120
Total			259

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.

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.

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 2023-24 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 Corangamite CMA 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 Authority currently charges fee for services for the following activities on the Barwon through Geelong:

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

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 DEECA.
- 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

ARI	Arthur Rylah Institute	HR	Human Resources
BTG	Barwon Through Geelong	IAP2	International Association for Public Participation
CaLP Act	<i>Catchment and Land Protection Act 1994</i>	ICM	Integrated Catchment Management
CCMA	Corangamite Catchment Management Authority	ICT	Information and Communication Technology
CEN	Community Engagement Network	LCDS	Lough Calvert Drainage Scheme
CEO	Chief Executive Officer	MERI	Monitoring, Evaluation, Reporting and Improvement
CERDI	Centre for eResearch and Digital Innovation	MoU	Memorandum of Understanding
CGRSWS	Central and Gippsland Region Sustainable Water Strategies	NLP	National Landcare Program
CMA	Catchment Management Authority	NLP3	National Landcare Program Round 3
CRM	Customer Relationship Management	NRM	Natural Resource Management
CWS	Corangamite Waterway Strategy	OCOC	Our Catchment Our Community
DEECA	Department of Energy, Environment & Climate Action (Formerly DELWP)	OHS	Occupational Health & Safety
DJSIR	Department of Jobs, Skills, Industry and Regions (Formerly DJPR)	RCS	Regional Catchment Strategy
EC5	Environmental Levy Funding Tranche 5	RFMS	Regional Floodplain Management Strategy
EEMSS	Estuary Entrance Management Support System	RLC	Regional Landcare Coordinator
EPA	Environment Protection Authority	SES	State Emergency Service
EPBC	<i>Environment Protection and Biodiversity Conservation Act</i>	TO	Traditional Owner
FRD	Financial Reporting Direction	VAGO	Victorian Auditor General's Office
FTE	Full Time Equivalent	VWMS	Victorian Waterway Management Strategy
GIS	Geographic Information System	VVP	Victorian Volcanic Plains
Ha	Hectare	WAN	Wide Area Network
		WDL	Western District Lakes
		WYDS	Woody Yaloak Diversion Scheme
		YPP	Yarra Pygmy Perch

06. More information

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

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

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APPENDIX 1 – INCOME ASSUMPTIONS

Investor Program Reference	Department	Program Title	Carry Forward Total \$,000	Income Total \$,000
State Government				
S4	Department of Energy, Environment & Climate Action	Caretaker of Waterway Health	108	318
S5	Department of Energy, Environment & Climate Action	Floodplain Management	-105	1,138
S6	Department of Energy, Environment & Climate Action	Estuary permits and regulation	158	292
S7	Department of Energy, Environment & Climate Action	Woody Yaloak Diversion Scheme and Lough Calvert Drainage Scheme	49	261
S8	Department of Energy, Environment & Climate Action	Barwon through Geelong	12	980
S10	Department of Energy, Environment & Climate Action	Small blocks, big dreams: Engaging peri-urban landholders in best practice integrated catchment management.	329	492
S11	Department of Energy, Environment & Climate Action	Enhancing Regional and Local Partnerships	24	84
S12	Department of Energy, Environment & Climate Action	Statewide Waterway Citizen Science	21	285
S13	Department of Energy, Environment & Climate Action	The Living Moorabool Flagship Project	-46	343
S14	Department of Energy, Environment & Climate Action	Upper Barwon Flagship Project	675	0
S15	Department of Energy, Environment & Climate Action	City to Sea - Lower Barwon River and Ramsar Wetlands	41	834
S17	Department of Energy, Environment & Climate Action	Delivering ICM for the Gellibrand	-23	236
S18	Department of Energy, Environment & Climate Action	Surf Coast and Otways Restoration	-21	242

APPENDIX 1 – INCOME ASSUMPTIONS (CONTINUED)

Investor Program Reference	Department	Program Title	Carry Forward Total \$,000	Income Total \$,000
S20	Department of Energy, Environment & Climate Action	Kitjarra-dja-bul bullarto langi-ut (Barwon River Parklands) Masterplan and implementation	778	0
S21	Department of Energy, Environment & Climate Action	Reedy Lake, Hospital Swamp, Barwon River and Moorabool River Gauging Project 2021-22	-11	24
S22	Department of Energy, Environment & Climate Action	Enhancing Cultural and waterway amenity values in the Mid-Barwon	210	0
S23	Department of Energy, Environment & Climate Action	Water-Salt Balance Model: Lower Barwon	69	0
S24	Department of Energy, Environment & Climate Action	Regional Landcare Coordination	39	176
S25	Department of Energy, Environment & Climate Action	Victorian Landcare Grants in Corangamite	0	250
S26	Department of Energy, Environment & Climate Action	Future Integrated Catchment Works - Predominantly DEECA Funded	1,468	500
S28	Department of Energy, Environment & Climate Action	Rivers of Gold		475
S29	Department of Energy, Environment & Climate Action	Safety and maintenance works at Reedy Lake and Hospital Swamp		47
Sub-total			3,775	6,381



APPENDIX 1 – INCOME ASSUMPTIONS (CONTINUED)

Investor Program Reference	Department	Program Title	Carry Forward Total \$,000	Income Total \$,000
Commonwealth Government				
C1	Department of Agriculture, Water and the Environment	Bellarine Dunecare - Protecting Sand Dunes on Victoria's Great Ocean Road and the Bellarine Peninsula	30	0
C2	Department of Agriculture, Water and the Environment	Protecting Priority Threatened Species - Corangamite Coast (Yr 2-5)	47	0
C3	Department of Agriculture, Water and the Environment	Improving On-Farm Soil, Vegetation for Larger Agricultural (Yr 2-5)	22	0
C4	Department of Agriculture, Water and the Environment	National Landcare Program Core Services	0	2,131
C5	Department of Agriculture, Water and the Environment	Protecting the Victorian Volcanic Plains	78	0
C6	Department of Agriculture, Water and the Environment	The Australian Government's Wild Otways Initiative	87	0
Sub-total			264	2,131
Other				
O1	Various	NRM Aboriginal Project Officer - Partner Contribution	92	0
O3	Various	River Detectives in Corangamite	19	0
O5	Various	Upper Barwon Flagship Project - other funding	0	55
O6	Various	Barwon through Geelong	0	20
O7	Various	Integrated Catchments Unknown Potential Funding	0	150
Sub-total			111	225
Total			4,150	9,323

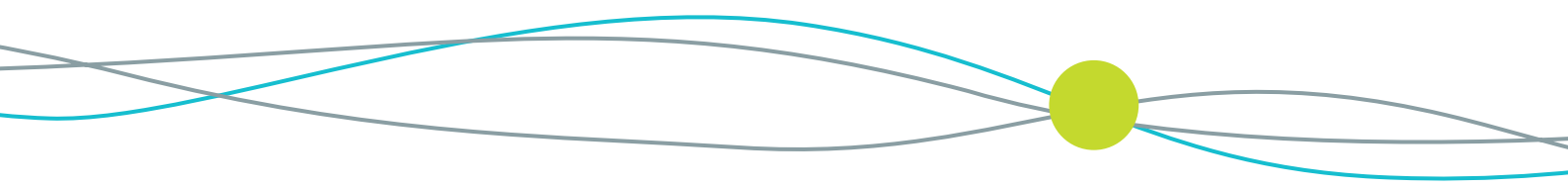
APPENDIX 2 – BUSINESS STRATEGY INDICATORS

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 Corangamite CMA 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 Corangamite CMA website visitors # Permits and events on Barwon through Geelong # Land managers involved in Corangamite CMA 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

APPENDIX 2 – BUSINESS STRATEGY INDICATORS (CONTINUED)

Strategy	Indicators
Pursue funding and resources from a broad range of sources (traditional and new)	Total revenue by funding source and contract type # Project-ready Ideas \$ Co-investment by partners/land managers
Improve regional MERI and planning	# NRM Planning Portal Usage # Project Plans, Assessments and Databases standard outputs
Support regional partners in planning and action on addressing impacts of climate change	# Priority actions implemented from the NRM Plan for climate change Utilities and fleet impact (electricity, fuel, gas and water usage) NRM Planning Portal - Landcare/land manager use and consideration of climate change
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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