

As a leader in **Natural Resource Management** we will **inspire** and **facilitate** partnerships and action to achieve **improved catchment health**.

innovation **can-do** **evidence** **inclusiveness**
collaboration **we value...** **supportiveness**
practicality **efficiency**
action oriented
opportunistic science
precautionary

"We commit to working respectfully and supportively with and for our staff, our communities and the environment. Our ethics are based on integrity, fairness and credibility. This forms the basis for how we at West Gippsland CMA approach all our work."

Our Purpose

WGMCA coordinates the integrated management of land and water resources within the region. We aim to achieve ecologically and economically sustainable development of natural resource based industries; protection of land and water resources and conservation of natural and cultural heritage. We have done this since 1997 by working with communities, industries and government agencies to protect and enhance the condition of the region's natural resource assets.

We exist to implement integrated catchment management to improve priority landscapes.

Our Role

We are an independent Authority mandated by the Victorian Government. We report to two Ministers and operate under many Acts, principally *Catchment and Land Protection Act (1994)*, *Water Act (1989)*, *Financial Management Act (1994)*, *Audit Act (1994)*, *Freedom of Information Act (1982)*, *The Information Privacy Act (2000)* and *Public Administration Act (2004)*.

We are governed by a skills-based Board appointed by, and reporting to, the Minister for Environment and Minister for Water. We employ capable and professional staff who are committed to making a difference to the organisation and to the region.

One of the WGCMA's important roles is to engage with the community to develop and implement the Regional Catchment Strategy (RCS). The RCS represents the catchment community's vision for the region and is a guiding document for all communities, industries and agencies operating within the WGCMA region. It is effectively our regional road map. We are guided in our implementation of the RCS by two Advisory Groups – North and South.

This Strategic Plan is our organisational road map. It covers a 5-year period that closely follows the implementation cycle of the RCS.

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West Gippsland Catchment Management Authority

Strategic Plan 2013-2018



This Strategic Plan is the West Gippsland Catchment Management Authority's internal guiding document for the 2013-2018 period. It builds on our previous plans and recognises our renewed commitment to building a sustainable organisation that can deliver outstanding regional outcomes. The Plan outlines what we want to achieve for ourselves, and how we intend to achieve that.

Key Area of Focus: Organisational Capability

"We want to be here for the long term: viable, vibrant and effective."



Objectives:

- Attract and nurture a diverse, passionate, professional workforce that is supported by a strong Board and executive
- Increase the WGCMA's leadership profile at regional, state and national levels
- Ensure financial stability and security for our CMA

Tactics:

Develop a work culture that celebrates success and rewards collaboration

Strengthen our leadership capabilities in NRM and Community Partnerships and Engagement across the region by providing staff with further opportunities for learning and development

Clearly define and develop streamlined internal processes for communication, workflows, project planning and management

Maintain the best IT&C systems possible to support our capability, improve our efficiency and maintain the continuity of organisational knowledge

Nurture strategic relationships with organisations and individuals who can help us achieve our organisational goals

Ensure effective governance, audit and risk management processes

Increase and improve WGCMA profile in the community and with stakeholders

Key Area of Focus: Natural Resource Management

"We exist to improve West Gippsland's priority landscapes through integrated regional catchment management."



Objectives:

- Improve the region's priority landscapes
- Manage the region under a 'whole of catchment' model

Tactics:

Carry out our statutory functions for the benefit of our region's natural resources and the communities that rely on them

Plan and act to improve the region's priority landscapes in accordance with the RCS and other regional plans

Maintain and strengthen our use of evidence-based approaches, supported by the wealth of local knowledge within our region, in planning and delivery

Influence decision-makers on environmental management issues

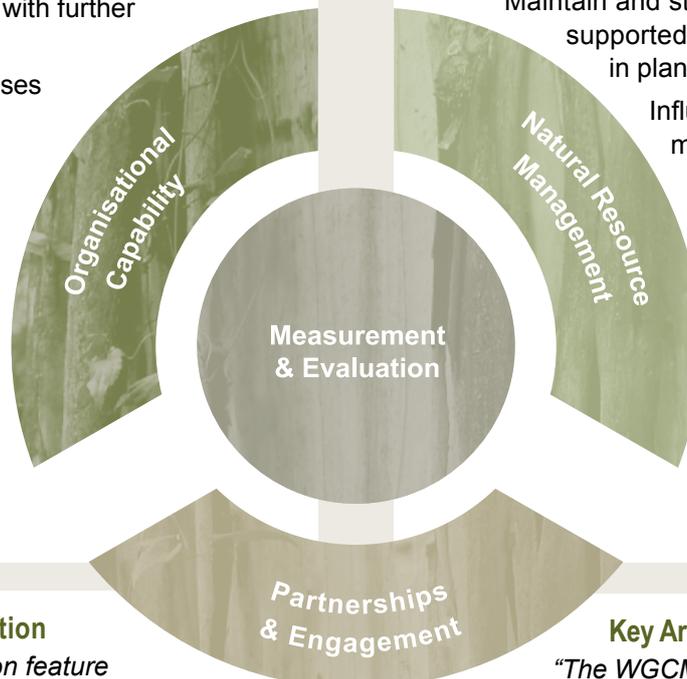
Develop investment strategies supporting the integrated management of priority landscapes

Secure project funding using collaborative and intelligent systems and processes

Actively encourage and support NRM research, monitoring, data collection and analysis

Plan for and respond to climate extremes and changing patterns in climate variability

Deliver projects efficiently, effectively, creatively and successfully



Common Area of Focus: Measurement and Evaluation

"Measurement and evaluation is an essential, common feature of all three Key Areas of Focus because the knowledge we gain will enable us to intelligently improve our work."



Objective:

- Monitor and measure the effectiveness of our work in the WGCMA, for our region's natural resources and with our communities and partners

Tactics:

Measure, monitor and map changes in the region's natural assets using our Monitoring, Evaluation and Reporting framework

Initiate and support quantitative research through collaboration with academic bodies

Ensure data collected is managed and used effectively in our decision making and adaptive management processes

Develop and support collaborative MER frameworks, leveraging community support where possible

Key Area of Focus: Partnerships and Engagement

"The WGCMA cannot single-handedly protect, enhance or restore our region. We will always rely on others to join us in our quest for integrated catchment management."



Objectives:

- Broker and form partnerships with the community and stakeholders to plan for and achieve superior NRM outcomes
- Engage the community as our advocates

Tactics:

Be relevant - clarify our roles and responsibilities with the community and manage community expectations

Listen and learn - maintain effective community consultation groups and forums

Build trust - be genuinely helpful, honestly share successes and not-so successes

Be supportive - encourage key community initiatives that implement the RCS

Increase our reach – look beyond existing partnerships

Work together with local indigenous communities and Traditional Owners

Understand the barriers to community participation and use this knowledge to encourage community, urban and rural landholders and industry to build capacity and take effective action

Raise community awareness of WGCMA activities, innovations, values and outcomes