

This is our purpose

West Gippsland Catchment Management Authority

Strategic Plan 2019 -2024

This Strategic Plan is our internal guiding document for the 2019-2024 period. As an organisation with a track record of delivering outstanding outcomes, it provides a framework for growing our expertise and capability in next-level natural resource management in the context of a rapidly changing region.

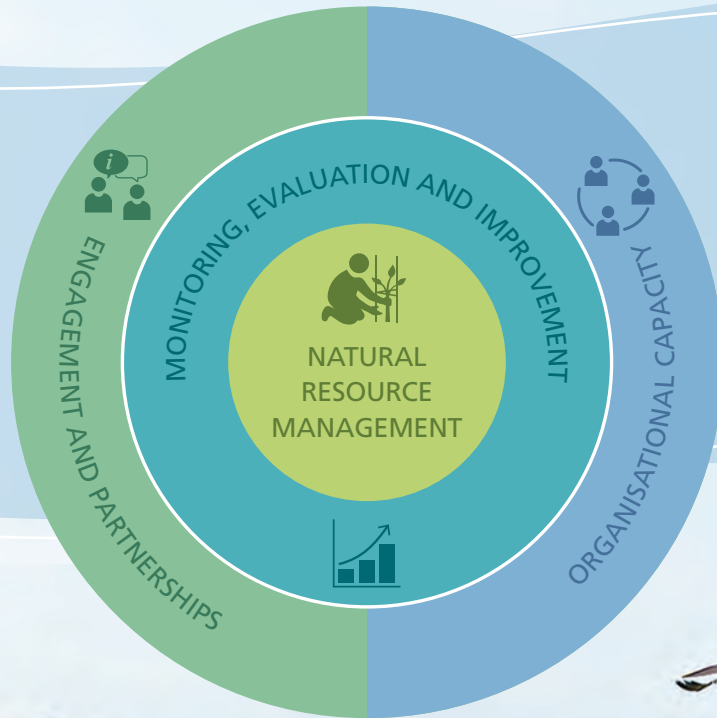
Our vision

A healthy catchment, valued and cared for by the community, that underpins the environmental, social, cultural and economic wealth of the region.

Our work

We work with our partners and stakeholders to protect and repair the health and extent of the natural resources that remain in our catchment. We do this through meaningful partnerships and relationships with agencies and the community, founded on trust, respect and common goals.

We achieve these outcomes through positive, highly energised staff that are appropriately supported by board, management, policies, procedures and systems. We ensure our investors are satisfied; we manage risk and ensure we stay well clear of trouble.





Natural Resource Management

Core Area of Focus

“We are here to improve West Gippsland’s priority landscapes through exemplary integrated regional catchment management.”



Outcome: The region’s land and water resources are valued, protected and improved

Objectives:

- In accordance with the Regional Catchment Strategy (RCS) and other regional plans and strategies:
 - Protect and improve the region’s priority landscapes to enhance their productivity and resilience
 - Increase community awareness of values, knowledge, skills and advocacy of desired practices



Tactics:

- Improve organisational capability, partnerships, engagement, and monitoring/evaluation systems
- Draw on the wealth of local, traditional and scientific knowledge held by staff, partners and the community to:
 - Improve our understanding of catchments and coasts including processes and impacts
 - Apply a deeper, data-driven understanding of changing landscape and community trends
 - Strengthen evidence-based decisions
 - Perform statutory functions to benefit our natural resources and the communities that rely on them
 - Position ourselves as the region’s knowledge-bank for changing catchment conditions and practical responses
 - Influence decision-makers on environmental management from mountain to coast, under a ‘whole of catchment’ model
- Develop investment strategies that support the integrated management of our priority landscapes
- Secure project funding using collaborative and intelligent systems and processes
- Implement, monitor, evaluate, adaptively manage and improve delivery of strategies and plans



A man with a long beard and a black and white cap is shown in profile, looking towards the right. He is wearing a dark blue jacket and green waders. He is holding a blue hydrophone connected to a white electronic device. The background shows a body of water with reeds and trees under a blue sky with wispy clouds. A semi-transparent blue banner with white text is overlaid across the middle of the image.

Organisational Capability

Key Area of Focus

“We are here for the long term: viable, vibrant and effective.”

Outcome: An efficient, well-run and reliable organisation

Objectives:

- Attract, nurture and retain a diverse, passionate, professional workforce
- Increase knowledge, skills and confidence of staff, executive and board
- Maintain and improve IT&C systems to improve efficiency and maintain continuity of organisational knowledge
- Appropriate governance is in place to:
 - Ensure financial stability and security for the WGCMA
 - Meet and surpass community expectations in areas of risk, compliance and our statutory responsibilities

Tactics:

- Develop a work culture that celebrates success and rewards collaboration
- Support staff with training, fit-for-purpose systems and procedures
- Strengthen leadership by providing staff with opportunities for development
- Maintain a strong, diligent board and executive with appropriate governance, financial, audit and risk management processes
- Implement, monitor, evaluate, adaptively manage and improve I.T and corporate strategies and plans





Community Engagement *and* Partnerships

Key Area of Focus

“We invite others to join us in our quest to protect, enhance or restore our region and to create a healthier catchment.”



Outcome: Community and regional partners are working together with trust and respect, to protect and improve our catchment.

Objectives:

- Increase the number of catchment enhancing partnerships across the region
- Increase the strength and impact of partnerships
- Engage wider sectors of the community in catchment health projects
- Increase awareness, knowledge, skills and confidence of community and partners



Tactics:

- Maintain and nurture strategic relationships with investors, agencies, organisations, community groups individuals, local Indigenous communities and Traditional Owners who can help us achieve our NRM, financial and organisational goals
- Engage with the community to better understand shared issues, to advocate for solutions, and to share models of success
- Increase understanding of barriers to increase participation, strengthen partnerships, build capacity and take action consistent with Regional Catchment Strategy objectives
- Strengthen WGCMA's profile and reputation in the community as an agent of positive change and regional support
- Increase the WGCMA's leadership profile within regional, state and national agencies
- Implement, monitor, evaluate, adaptively manage and improve community engagement and partnerships framework



An aerial photograph of a coastal landscape. In the upper left, a dense forest covers a peninsula. To the right, a large, shallow lagoon with turquoise water extends towards the horizon. The foreground is dominated by a vast, green wetland area with intricate patterns of water and land. A semi-transparent teal banner with white curved borders is overlaid across the middle of the image.

Measurement *and* Evaluation

Common Area of Focus

“Measurement and evaluation is an essential, common feature of all our work, because the knowledge we gain enables us to improve our work.”



Outcome: Evidence-based improvement of our work.

Objective:

- Embed monitoring, evaluation, adaptive management, improvement and communication of the work we do across all parts of the organisation
- Initiate and support quantitative research through collaboration with academic bodies



Tactics:

- Embed key evaluation questions into all strategies and plans (effectiveness, impact, appropriateness, efficiency and legacy)
- Measure, monitor and map changes in the region’s natural assets using our monitoring, evaluation and reporting (MER) framework
- Develop and support collaborative MER frameworks, leveraging community support where possible
- Maintain timely and transparent communication of progress and outcomes with our partners
- Share and celebrate successes – create a narrative that engages and places the wider community in the story of better catchment management
- Implement, monitor, evaluate, adaptively manage and improve the MER and project management frameworks



VALUES *we live by*

Always
working for a
better
environment

**Respectful &
TRUSTWORTHY**

***We get
the job
done***

Approachable & collaborative

We act with
INTEGRITY

Great attitude

**& OPEN
ACCOUNTABLE**