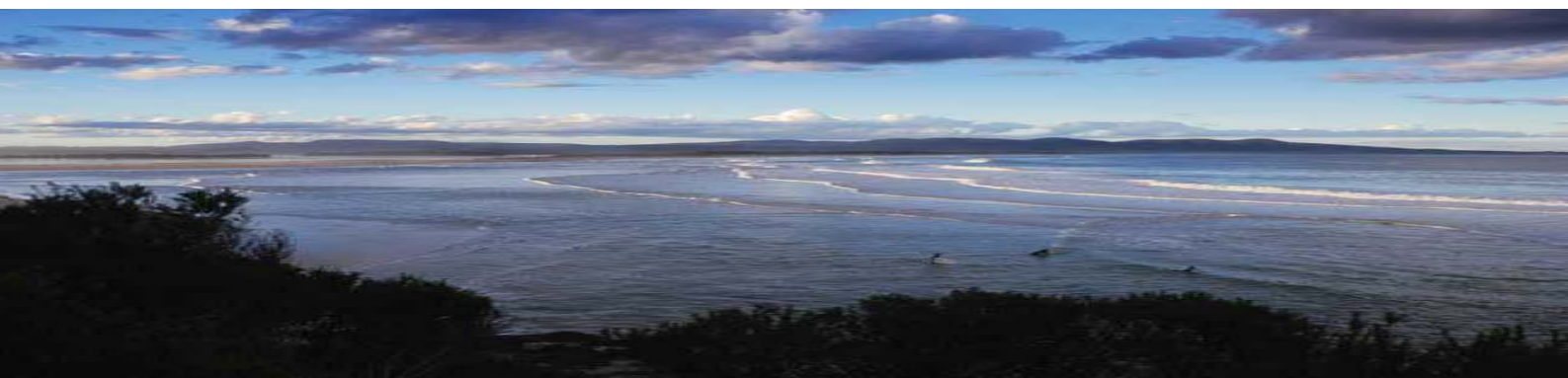




*Gippsland Coastal Board*

# Business Plan 2005-2008



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# MESSAGE FROM THE CHAIRMAN

The Gippsland Coastal Board's 2005-2008 Business Plan is a strategic plan that builds on the strengths of the previous plan and identifies the challenges for the Board in continuing the implementation of the objectives of the Victorian Coastal Strategy (VCS) over the next three years. Current initiatives such as the Urban Design Frameworks for twenty-two coastal settlements in Gippsland, and the Board's participation in the Coastal Spaces project, will also further underpin the strong links with the VCS.

Amongst the initiatives outlined in this Plan, a key business task will be the completion of the Impact of Climate Change risk analysis project and providing assistance to the various partner agencies in the exercise of translating the analysis into strategic management plans. The next 12 months will also see the Board complete its Estuaries Coastal Action Plan, whilst in a particularly challenging task for the next 2 and ½ years the Board hopes to successfully commission and complete a Coastal Summer Census in conjunction with approximately 20 partners across the region.

The actions in the Plan were identified through an extensive process involving a Board workshop, a number of redrafts, and feedback from partner organisations. Due to the dynamic nature of the environment in which the Board operates, we also acknowledge the need to periodically review the Plan throughout its life to ensure it continues to reflect changing needs and directions in coastal management.



Duncan Malcolm  
*Chairperson*

## OUR VISION

*"A biologically rich and diverse coastal and marine environment in Gippsland for our use and enjoyment today, and for our children tomorrow".*

**(Victorian Coastal Strategy, VCC, 2002)**

# THE OPERATING ENVIRONMENT

## COASTAL MANAGEMENT IN VICTORIA

### The Coastal Management Act 1995

guides the

**Victorian Coastal Council**

which produced the

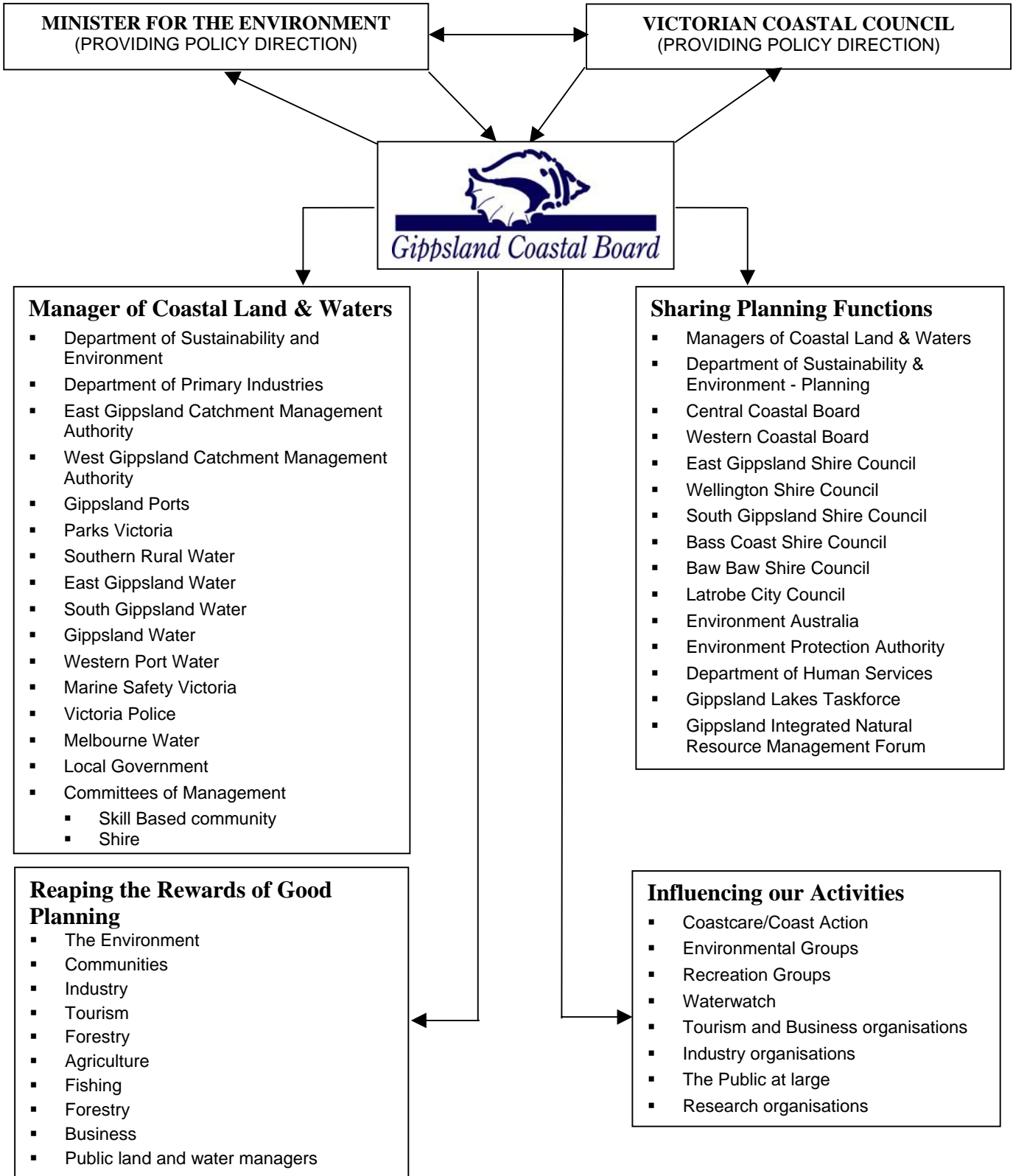
***Victorian Coastal Strategy***

which has this hierarchy of principles:

<b>1.Protect</b>	<b>2.Sustain</b>	<b>3.Direct</b>	<b>4.Develop</b>
<p>To conserve the biological diversity, physical diversity and ecological integrity, or preserve and maintain essential ecological processes and life support systems.</p> <p>Aboriginal and other sites of cultural, historic or scientific value are also to be protected.</p>	<p>To ensure inter-generational equity, that is, meeting the needs of people today without compromising the needs of future generations.</p>	<p>To provide integrated coastal zone planning and management which has regard to the environmental, social and economic implications of decisions and takes a long, rather than short, term view when making those decisions.</p>	<p>To identify suitable areas and opportunities for development on the coast that provides an environmental, social and/or economic benefit, enhancing the community's value of the coast. These will generally be coastal dependent or related to coastal dependent uses.</p>
<p><b>The Gippsland Coastal Boards help to achieve these principles by:</b></p>			
<ul style="list-style-type: none"> <li>▪ Identifying coastal values in Gippsland and developing processes to protect those values.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Raising public awareness of coastal issues and the impact of their action/inaction on the coast.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Establishing strategic directions for the Gippsland coastal region by developing Coastal Action Plans and monitoring and reviewing their implementation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Co-operating with, and advising, local agencies and people on planning and managing the coast</li> <li>▪ Advising the Minister and the Victorian Coastal Council on coastal development in the region, and other matters</li> </ul>

# THE OPERATING ENVIRONMENT

## OUR STAKEHOLDERS



# THE OPERATING ENVIRONMENT

## EXTERNAL PRESSURES

### *Political Pressures*

- Whilst the Board's activities will always be directed by the Government of the day, the Board must continue to offer independent advice to the Minister and Victorian Coastal Council
- The very existence of Regional Coastal Boards and coastal management structures depends on Government policy, and how well the structures are working. There may be continuing pressures for rationalisation of authorities in the region
- The State Government continues to recognise the need to foster regional development, and to manage foreshore development so that public access is maintained.

### *Demographic Pressures*

- Resident populations in the region are growing slowly overall, but coastal settlements are growing while some inland rural settlements are declining. Development pressures on the coast will continue to increase without a commensurate increase in total regional population or resources
- Visitor numbers are increasing over time. Short stays are becoming more popular and settlements closer to Melbourne are experiencing greater growth in visitor numbers. There is a growing need for facilities for visitors and residents with the changing patterns of recreational and resident expectations
- The region's population is aging, leading to more people retiring to coastal areas. More resources for volunteer activities may result, but the mix of facilities may have to swing from active to more passive recreation.

### *Physical Pressures*

- Gippsland is faced with a number of current and potential future impacts on the physical environment that might profoundly influence the shape and use of the coast in the future
- Oil and gas extraction continues to be a major employer and economic driver but has a potentially detrimental impact on the coastal zone if declining aquifer pressures lead to land subsidence.
- The power industry has a significant impact on the regional economy and on the coast, through surface water diversions, groundwater extraction and waste discharges
- Agriculture in Gippsland continues to change. Agro-forestry is growing, the dairy industry is changing rapidly, and broad acre farming is under pressure. These activities affect the coast by changing freshwater flows and introducing additional nutrients, mobilising sediments and releasing other elements into the coastal and marine environment
- Land subsidence and the effects of climate change have the potential of dramatically altering our coastline. In the face of uncertainty over the magnitude of these changes, the Board must manage conservatively while monitoring and researching the impacts;
- The diversion of water from Gippsland's rivers and streams for urban supplies and irrigation has caused changes in the Gippsland Lakes ecosystem, the Snowy River estuary, and has the potential to affect other estuarine systems along the coast;
- Gippsland's coastline is by and large in excellent condition. The Board's challenge is to maintain it in this condition.

# THE OPERATING ENVIRONMENT

- The majority of our coastal urban areas have poor hard and soft infrastructure that limits their ability to accommodate either existing or expanded development without adverse environmental and social impacts. This situation is relevant to both private and public land.
- Aquaculture, both land-based and marine-based, is being promoted throughout the State. There is an expectation that suitable sites will be identified, with due regard for the need to limit adverse environmental impacts

## ***Organisational Pressures***

- The Board relies on the Department of Sustainability and Environment for employment of staff, systems, budget management, technical support and professional advice. This relationship is critical to the Board's success. Changes within the Department, either structural or policy, will inevitably affect the Board's operations.
- The Gippsland Coastal Board is one of a number of regional organisations that have overlapping (geographical) areas of responsibility. The Coastal Board has a distinctly different role to the other authorities in the area, but the number of organisations may confuse regional stakeholders. Cooperation and coordination between these agencies is critical.

## ***Economic and Budgetary Trends***

The Board's operating budget is not likely to increase significantly over the next three to five years, but support for the implementation of Coastal Action Plans should continue.

The emergence of a strong strategic framework for coastal management has added strength to budget submissions and funding applications, both at a State and Federal level.

## ***Structural Trends***

The Board anticipates that Government will seek to introduce new initiatives to encourage regional development and to control inappropriate coastal development. The coastal management structure and organisations may be involved in such changes into the future.

# GUIDING PRINCIPLES

*The Board will operate in the context of these principles:*

## **1. We value our independence**

We believe that the Board's greatest strengths are its independence and its recognised leadership role in coastal matters. We believe that the Board is now seen as the honest broker in coastal issues, and we intend to maintain this position. To continue this in 2005 - 2008 we will:

- Seek opportunities to enhance the Board's leadership role within the Gippsland region.
- Prioritise the focus of the Board within the coastline.
- Continue to lobby effectively to ensure adequate funding for Board operations.

## **2. We are a strategic body, demonstrating good governance and accountability**

The Board has a charter to promote cooperative actions in coastal issues, and has been successful in promoting a number of region-wide initiatives because of its position as a strategically focused organisation.

To continue to be successful the Board must stay clear of operational issues as far as possible. To do this we will:

- Ensure Board business meetings are:
  - Strategic and focused
  - Based around key projects
- Hold specific meetings around strategic issues and invite key stakeholders to be involved in the discussions.
- Continue to move outside the Gippsland Coastal Board boundary, working with relevant Councils and CMA's, when issues common to all of Gippsland are being addressed, such as through a Coastal Action Plan.
- Operate our business in an open and accountable manner (eg Compliance with Governance Guidelines for DSE Portfolio Statutory Authority Board Members, publishing minutes on our website).
- Continue to provide advice to the Minister and Victorian Coastal Council when requested and unsolicited advice when the Board believes an issue warrants.

# GUIDING PRINCIPLES

## **3. We value community input**

Community education and public awareness are two of the Board's most important tasks. Whilst Victoria's system of coastal management has been in place for over eight years there are still individuals (and some agencies) that are unclear of the Board's role. We recognise that community involvement and support is critical for the success of our efforts to manage the coast and Gippsland Lakes wisely. We believe that the Board can promote communications within the community, and between the public and agencies, and we will continue to do this in 2005-8 by:

- Continuing a program of community education on general coastal issues.
- Monitoring community and agency attitudes towards the Board.
- Identifying Coastal Champions and target their involvement in Board meetings on particular issues.
- Keep our Coastal Information Sheets up to date and have them available on our website.
- Ensure community consultation is an integral part of any Coastal Action Plan we develop, or study we undertake.

## **4. The Board values partnerships**

The budget the Board operates with is limited and we have little operational capability. We rely on strong partnerships with other agencies and organisations to obtain funds, implement actions, and to strengthen cooperative undertakings. To do this we will:

- Liaise with and encourage the cooperation of Government departments, local government, authorities, industry, community groups and individuals in planning and managing the coast, and in developing and implementing strategic solutions to issues affecting the coast.
- Strengthen partnerships with the CMA's and our involvement in the prioritisation process for the Regional Catchment Investment Plans.
- Participate in funding partnerships for projects where consistent with our strategic priorities.

## **5. We value sound strategies and planning**

We will continue to strive for good planning throughout the Gippsland coastline, including the Gippsland Lakes, and avoid emphasising one aspect of coastal management to the detriment of others via sound strategic plans for all of Gippsland. We support the framework currently in place for Integrated Coastal Zone Management with the Victorian Coastal Council and Regional Coastal Boards implementing the Victorian Coastal Strategy as a sound basis for ecologically sustainable development of the coast. To continue this in 2005-8 we will:

- Ensure better integration of coastal planning with Catchment Management Strategies.
- Fulfil our role in the implementation of Regional Catchment Strategies.
- Contribute to the preparation of Marine National Park Management Plans.
- Contribute to the preparation of the Coastal Spaces project.

# GUIDING PRINCIPLES

- Participate in the preparation of Foreshore Management Plans.
- Continue to influence the development of other regional planning instruments which affect the coastal zone, such as:
  - Municipal Planning Schemes and their reviews
  - Coastal Town Urban Design Frameworks
  - The East and West Gippsland Water Quality Plans
  - Stream flow Management Plans

## **6. Good planning is underpinned by good science**

The Board has always favoured a good scientific basis for action. The Gippsland Lakes Environmental Study and the Gippsland Lakes Modelling project were both critical in securing action via significant investment under the Gippsland Lakes Future Directions and Actions Plan. Therefore, in 2005-8 we will:

- Develop a specific knowledge attainment program with advice from research organisations.
- Promote a regional approach to the management of technology transfer, research and information transfer.

## **7. Good Communication is vital**

Many coastal and natural resource management issues are complex, often with polarised views in the community and agencies. The Board will seek to provide information in accessible formats on a wide range of coastal issues, through a clearly defined process for communication. It will also promote the role and activities of the Board to ensure that the community and agencies are aware of these and continue to support the outcomes the Board is seeking for the Coast. To do this in 2005-8 we will:

- Develop a focussed Communication Strategy by:
  - assessing target markets; and
  - developing appropriate tools/objectives for those.
- Encourage the Minister to launch at least one coastal project in Gippsland each year.
- Identify and advise Government on key Coastal Planning Issues.
- Regularly promote the strategic directions and priorities of the GCB.
- Increase community understanding of the value and character of Coastal Dependent Industries.
- Increase visitor awareness of the value and fragility of the Gippsland Coast.
- Create awareness throughout the region of the impact of the catchment on the coastal zone, particularly on the Gippsland Lakes.
- Assist communities to recognise, and celebrate, the value of the Gippsland Coast.

# GUIDING PRINCIPLES

## **8. We will utilise our wide range of skills and personal networks**

Board members are chosen not just because of their skills, but importantly, as they bring to the Board a network of contacts that allows us to tap into a much wider pool of resources. With our collective contacts and knowledge we can strengthen regional networks and ensure that our activities link in with other regional priorities across Gippsland. To capitalise on this in 2005-8 we will:

- Undertake an audit of Board member contacts, skills and networks.
- Encourage Board members to be involved in other regional priority setting processes.

## **9. We will continue to effectively leverage core funding**

The Board's operating budget is not likely to increase significantly over the next three to five years. Therefore, in order to support the implementation of Coastal Action Plans and undertake strategic projects, it is important to maintain and enhance our relationships with CMA's, DSE, the VCC, State and Federal Governments.

The emergence of a strong strategic framework for coastal management has added strength to budget submissions and funding applications both at a State and Federal level. It is therefore important to continue our involvement in the Regional Catchment Investment Processes that are undertaken each year.

The Board will seek funding opportunities to undertake strategic projects that it believes will assist protect the values of the Gippsland Coast, Lakes and Estuaries by:

- Developing a program of funding bids for the next 3 years based upon our strategic priorities.
- Attempting to access external funding for each endorsed Coastal Action Plan, each financial year.
- Seeking initiative funding beyond the Regional Catchment Investment Plan process.

### ***Actions and Key Performance Targets***

See table on next page

# GUIDING PRINCIPLES

PLAN REFERENCE	STRATEGIES /ACTIONS	RESOURCES REQUIRED- WHO, HOW	PERFORMANCE INDICATORS	YEAR
GP 1	Develop a specific knowledge attainment program with advice from research organisations.	EO	Program developed	2006-2007
GP 2	Develop a focussed Communication Strategy by: <ul style="list-style-type: none"> <li>▪ assessing target markets; and</li> <li>▪ developing appropriate tools/objectives for those.</li> </ul>	Board Steering Committee  Board Steering Committee, EO	Undertake market assessment  Communications Strategy Completed	2006  2006-2007
GP 3	Encourage the Minister to launch at least one coastal project in Gippsland each year.	Chair	Minister invited to launch at least one project	Annually
GP 4	Undertake an audit of Board member contacts, skills and networks.	EO	Audit Completed Database maintained	2005 2005-2008
GP 5	Developing a program of funding bids for the next 3 years.	EO	Program completed	2005-2006
GP 6	Attempting to access external funding for each endorsed Coastal Action Plan, each financial year.	EO	Bid developed and lodged	2005-2008

# STRATEGIC PRIORITIES

## STRATEGIC PRIORITIES

### 1. PLANNING AND STRATEGY FOR IMPROVED COASTAL VALUES

The Board is required to prepare a Coastal Action Plan (CAP) for any issue it views as significant to the management of the coastal strip of the region, or as directed by the VCC or the Minister. We will develop Coastal Action Plans that are based either on an area (such as the Gippsland Lakes) or an issue (such as boating). Currently the Gippsland Lakes CAP; the Gippsland Boating CAP and the Integrated Coastal Planning for Gippsland CAP have been completed.

The Board will continue to develop Coastal Action Plans as appropriate and encourage regional organisations and individuals to work together in developing strategic solutions for coastal issues in the region.

#### ***Objective***

To ensure the preservation of the values of the Gippsland Coast, Lakes and Estuaries, by developing Coastal Action Plans consistent with the Victorian Coastal Strategy to address significant issues. In addition, we will also undertake, or participate in, strategic projects aimed at maintaining or improving the condition of the Gippsland Coast, Lakes and Estuaries.

#### ***Implementation Strategies/Actions***

1. Review the Gippsland Lakes Coastal Action Plan and prioritise remaining actions.
2. Develop Memorandums of Understanding with key stakeholders responsible for the implementation of actions under Coastal Action Plans.
3. Continue to oversee the implementation of the Gippsland Regional Boating Coastal Action Plan.
4. Continue to oversee the implementation of the Integrated Coastal Planning for Gippsland Coastal Action Plan.
5. To review existing Coastal Action Plans every five years, at a minimum.
6. Identify other Coastal Action Plan requirements for the region.
7. Increase Board involvement in monitoring and evaluation of the coastal environment.
8. Institute a monitoring and reporting regime for environmental and social values of the Gippsland Coast.
9. Undertake a survey of the community to establish attitudes towards the Coast.

#### ***Key Performance Targets***

See table on next page

# STRATEGIC PRIORITIES

PLAN REFERENCE	STRATEGIES /ACTIONS	RESOURCES REQUIRED- WHO, HOW	PERFORMANCE INDICATORS	YEAR
1A	Review the Gippsland Lakes CAP and prioritise remaining actions.	Board Steering Committee	Review completed	2006
1B	Develop Memorandums of Understanding with key stakeholders responsible for the implementation of actions under CAP's.	EO	Memorandums of Understanding signed	2005-2006
1C	Continue to oversee the implementation of the Gippsland Regional Boating CAP.	EO	Quarterly reporting to the Board achieved.	2005 onwards
1D	Continue to oversee the implementation of the Integrated Coastal Planning for Gippsland Coastal Action Plan.	EO	Quarterly reporting to the Board achieved.	2005 onwards
1E	Identify other Coastal Action Plan requirements for the region.	Board	Program for future CAP requirements developed.	2005-2006
1F	To review existing Coastal Action Plans every five years, at a minimum.	EO, External provider	Review of Boating CAP completed. Review of Integrated Planning CAP completed.	2006 2007
1G	Increase Board involvement in monitoring and evaluation of the coastal environment.	EO External provider	Amount of funds received MER Framework applied to Coast in Gippsland Region	2005-2006 2006-2008
1H	Institute a monitoring and reporting regime for environmental and social values of the Gippsland Coast.	EO External provider	Amount of funds received MER Framework applied to coast in Gippsland Region	2005-2006 2006-2008
1I	Undertake a survey of the community to establish attitudes towards the Coast.	EO External Provider	Amount of funds received Survey completed	2006-2007 2007-2008

# STRATEGIC PRIORITIES

## 2. ESTUARINE AND MARINE ENVIRONMENTS

The Board has recognised a lack of focus on marine and estuarine environments in the past and intends to lift the profile of these valuable assets. In recent times it has lobbied for the introduction of marine protected areas, which will provide the initial framework for the development of strategic directions in the near/offshore environment.

The Board intends to continue to increase the focus on estuarine environments through the Coastal Action Planning process. Estuaries are surface waters where marine intrusion into freshwater occurs. They are valuable natural resources and are enjoyed everyday by a diversity of people, but the roles and responsibilities for protecting and rehabilitating estuaries has been unclear. The environmental quality of estuaries varies across Gippsland from pristine, to highly modified. An integrated approach to the protection of estuaries is essential, with issues to be addressed including threats, management actions, monitoring requirements, reporting and research requirements.

### ***Objective***

To recognise the environmental, economic and social importance of marine and estuarine environments in Gippsland and ensure their ongoing health.

### ***Implementation Strategies/Actions***

1. Develop and oversee the implementation of an Estuaries Coastal Action Plan.
2. To engage with the Gippsland Community and appropriate specialists to understand what they value about estuarine and marine environments and ensure the values identified by the Board for protection, are consistent.
3. Facilitate, with some urgency, the development of a strategy for improving the health of Corner Inlet.
4. Develop Estuary Health Improvement Statements to address issues as identified by the Estuaries CAP.
5. Commence investigation of the condition of the marine environment and identify strategic issues to be addressed.

### ***Key Performance Targets***

See table on next page

# STRATEGIC PRIORITIES

PLAN REFERENCE	ACTIONS/STRATEGIES	RESOURCES REQUIRED- WHO, HOW	PERFORMANCE INDICATORS	YEAR
2A	Develop and oversee the implementation of an Estuaries Coastal Action Plan.	EO, External Project Officer/Provider	CAP Completed	2005-2006
2B	To engage with the Gippsland Community, and appropriate specialists, to understand what they value about estuarine and marine environments and ensure the values identified for protection by the Board are consistent.	Board	Number of community meetings held as part of Estuary CAP process  Forum on Marine environments held	2005-2006  2006-2007
2C	Facilitate, with some urgency, the development of a strategy for improving the health of Corner Inlet.	EO  Relevant partners	Corner Inlet Health Improvement Statement produced  Number of actions in statement undertaken by relevant agencies	2005-2006  2006-2008
2D	Develop Estuary Health Improvement Statements to address issues as identified by the Estuaries CAP.	EO	As specified by Estuaries CAP	2006-2008
2E	Commence investigation of the condition of the marine environment and identify strategic issues to be addressed.	EO	Marine and Estuarine Condition project commenced	2006-2008

# STRATEGIC PRIORITIES

## 3. CLIMATE CHANGE AND COASTAL SUBSIDENCE

Considerable attention by the scientific community and governments over the last 15 years or so has been given to the phenomenon of global warming and its potential impacts. Atmospheric monitoring since the International Geophysical Year in 1957 has shown that concentrations of carbon dioxide, nitrous oxide and methane have been increasing. These are the so-called 'greenhouse' gasses that trap solar radiation within the atmosphere and maintain surface temperatures at a higher level than would otherwise be the case. The Intergovernmental Panel on Climate Change (IPCC) reports that it is very likely that the 1990s were the warmest decade, and 1998 the warmest year, in the instrumental record (1861-2000). Potential sea level rises caused by these increased global temperatures may have a substantial impact on coastal settlements, infrastructure and natural systems within the next 50 years.

Land subsidence ranging from centimetres to several metres has been recorded in a diverse range of environments including Venice in Italy, Bangkok in Thailand, San Joaquin Valley in California, USA and in the Latrobe Valley, Gippsland. Subsidence occurs either as a result of either tectonic movements involving a net lowering of the land surface over thousands of years (as in south eastern England), or from the extraction of underground water, oil and/or natural gas. The extraction results in a collapse (compaction) of underlying strata, and lowering of the land surface (eg land surrounding the Latrobe Valley open pit coal). The extent of subsidence is a function of the amount of fluid extracted, the geological characteristics of the aquifer from which fluid is extracted and the overlying strata, and the rate of aquifer recharge (both natural and artificial). A concurrent lowering of coastal land due to subsidence will clearly exacerbate the effect of any sea level rise.

Along the Gippsland coast, the dual effect of coastal subsidence and sea level rise is likely to cause increased flooding and have a potentially serious impact upon natural resources, physical processes, infrastructure and physical assets of built up areas, and recreational opportunities experienced along the coast. In response to this the Board engaged the CSIRO in 2004 to undertake a study to assist in determining the magnitude and nature of regional impacts from sea level rise and storm frequency, combined with the predictions of land subsidence. The Board now needs to consider an effective process for communicating the results and assessing the suitability of recommended adaptations.

### ***Objective***

To research to understand the impacts of Climate Change on the Gippsland Coast, Lakes and Estuaries and assist the community to understand and respond to these risks.

### ***Implementation Strategies/Actions***

1. Complete scientific studies identifying the likely impact of climate change on the Gippsland Coast.
2. Identify potential adaptations to the predicted changes.
3. Undertake a community awareness program to increase understanding of the risk and impacts associated with Climate Change on the Coast.
4. Continue to monitor, and raise awareness of, subsidence in Gippsland.

### ***Key Performance Targets***

See table on next page

# STRATEGIC PRIORITIES

<b>PLAN REFERENCE</b>	<b>STRATEGIES/ACTIONS</b>	<b>RESOURCES REQUIRED- WHO, HOW</b>	<b>PERFORMANCE INDICATORS</b>	<b>YEAR</b>
3A	Complete scientific studies identifying the impact of climate change to the Gippsland Coast.	External Service provider	Climate Change project complete	December 2005
3B	Identify potential adaptations to the predicted changes	External Service provider	Climate Change project complete	2006
3C	Undertake community awareness program to increase understanding of the risk and impacts associated with Climate Change and the Coast.	Board, EO	Number of Community meetings held Number of attendees	2005-2006
3D	Continue to monitor and raise awareness of subsidence in Gippsland.	Board, EO	Community meetings held Number of attendees	Annual updates

# STRATEGIC PRIORITIES

## 4. THE GIPPSLAND LAKES

The health of the Gippsland Lakes is a primary concern for the Board. The CSIRO's environmental audit recognised that the Lakes face significant and permanent environmental damage unless catchment practices change.

The Board will continue to push for research that will help find solutions for the problems besetting the Lakes, and will support the range of lake and catchment management actions that will be effective in the long run as identified in the Gippsland Lakes Future Directions and Actions Plan. It will also continue to employ the Gippsland Lakes Planning Officer and lead the push for ongoing strategic direction and investment from the Gippsland Lakes Taskforce.

### ***Objectives***

To halt, and eventually reverse, the degradation in the waters of the Gippsland Lakes, and protect the shores and catchment of the Lakes.

### ***Implementation Strategies/Actions***

1. To continue to promote the need to reverse the degradation of waters entering the Gippsland Lakes, and protect the shores and catchment of the Lakes
2. Support the adoption of better management practices throughout the Gippsland Lakes catchment to reduce nutrient and sediment loads.
3. Support research into measures for reducing the frequency, intensity and extent of algal blooms.
4. Complete the 2<sup>nd</sup> Entrance investigation and provide a recommendation on its appropriateness.
5. Continue to encourage investment into the recommendations of the Gippsland Lakes Shoreline Erosion and Revegetation Study
6. Undertake a study to identify the boating capacity of the Gippsland Lakes and the facilities required to support this activity.
7. Continue to support the need for a region wide water monitoring network that will assist us in the management of the coast.
8. Continue to contribute to the implementation of the Blue-green Algal Bloom Response Plan for the Gippsland Lakes and seek to ensure roles and recurrent budget allocations are specified for their management.

### ***Key Performance Targets***

See table on next page

# STRATEGIC PRIORITIES

PLAN REFERENCE	STRATEGIES/ACTIONS	RESOURCES REQUIRED- WHO, HOW	PERFORMANCE INDICATORS	YEAR
4A	To continue to promote the need to reverse the degradation of waters entering the Gippsland Lakes, and protect the shores and catchment of the Lakes	GLPO  Chair, EO, and GLPO	Monthly report on the implementation of GLFD & AP to Board  Amount of funding for GLFD & AP secured beyond 2006	2005-2008  2006-2007
4B	Support the adoption of better management practices throughout the Gippsland Lakes catchment to reduce nutrient and sediment loads.	GLPO	Quarterly report on implementation to Board	2005-2008
4C	Support research into measures for reducing the frequency, intensity and extent of algal blooms.	GLPO	Quarterly report on implementation to Board	2005-2008
4D	Complete the 2 <sup>nd</sup> Entrance investigation and provide a recommendation on its appropriateness.	GLPO	Recommendation produced and endorsed by Board	2005
4E	Continue to encourage investment into the recommendations of the Gippsland Lakes Shoreline Erosion and Revegetation Study	EO	Annual funding bid by DSE supported	2005-2008
4F	Undertake a study to identify the boating capacity of the Gippsland Lakes and the facilities required to support this activity.	EO EO External provider	RCIP bid developed  Amount of funding received  Study completed	2005-2006  2006-2007  2006-2007
4G	Continue to support the need for a region wide water monitoring network that will assist us in the management of the coast.	Chair and EO	Attendance at meeting of GRWMN partnership	2005-2008
4H	Continue to contribute to the	Chair and EO	Annual meeting of Response	2005-2008

# STRATEGIC PRIORITIES

	<p>implementation of the Blue-green Algal Bloom Response Plan for the Gippsland Lakes and seek to ensure roles and recurrent budget allocations are specified for their management.</p>	<p>Chair and EO</p> <p>Chair and EO</p>	<p>Group</p> <p>Successful implementation of Board's role in Plan</p> <p>Roles specified for BGA management in Gippsland</p>	<p>As required</p> <p>2005-2006</p>
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# STRATEGIC PRIORITIES

## 5. UNDERSTANDING AND MANAGING COASTAL DEVELOPMENT

The Victorian Coastal Strategy (VCS) provides the following as a hierarchy of principles to guide the decision making process with regard to the development and use of the Victorian Coastline.

1. provide for the protection of significant environmental features;
2. ensure the sustainable use of natural coastal resources;
3. undertake integrated planning and provide direction for the future; and
4. when the above principles have been met, facilitate suitable development on the coast within existing modified and resilient environments where the demand for services is evident and requires management.

The Board supports the hierarchal approach of the VCS, particularly with regard to development and addressing the current 'Sea Change' phenomenon, and will use this as a tool for influencing appropriate development along the Coast. This is defined as development that:

- enhances protection and rehabilitation of the natural environment and biodiversity;
- results in increased public benefit, having regard to environmental, social and economic implications;
- is sensitively sited and designed, having regard to the 'Siting and Design Guidelines for Structures on the Victorian Coast' and 'Landscape Setting Types for the Victorian Coast';
- minimises public risk;
- is set back from the coast as far as practicable in line with vulnerability assessments;
- facilitates multiple-use of sites and existing infrastructure, without resulting in over-use;
- facilitates improvements of sites or existing developments that have poor environmental or social performance; and
- is consistent with the requirements of coastal planning strategies and plans, and relevant planning schemes.

The VCS also refers to the Precautionary principle, and states 'that where there are threats of serious or irreversible environmental damage, lack of full scientific certainty should not be used as a reason for postponing measures to prevent environmental degradation'.

### ***Objective***

To ensure the impact of the 'Sea Change' phenomenon and coastal development on coastal values is minimised in Gippsland by applying the hierarchy of principles for decision making from the VCS.

### ***Implementation Strategies/Actions***

1. To better understand the Sea Change phenomenon and its impact in Gippsland by instituting a 'Summer Census' along the Coast, and further studies to understand the type of people visiting the Gippsland Lakes and Coast;
2. Develop a program of working meetings with Local Government and other key stakeholders on managing coastal development. Issues to be resolved should include:
  - Urban Development
  - Water supply

# STRATEGIC PRIORITIES

- Sewerage and Stormwater infrastructure
  - Traffic pressures on water and land
  - Visitor pressure
  - Windfarms, Resorts and other commercial developments
3. Work with Councillors of Local Government to develop a shared vision of Coastal visual amenity in Gippsland.
  4. Facilitate the application of the outcomes from the Coastal Spaces project to the Gippsland Coast including recognition of the important coastal landscapes in Gippsland.
  5. In conjunction with Local Government undertake the identification of recreation and activity nodes, as defined by the Victorian Coastal Strategy, on the Gippsland Coast.
  6. Continue to enhance the strategic focus on planning in Gippsland through the development of Urban Design Frameworks, and other such tools, to:
    - Provide direction for urban growth and areas between settlements
    - Help identify recreation nodes
    - Protect Coastal Landscapes including their visual amenity
  7. Continue to support the Wellington Shire Council with the implementation of the plan developed for addressing inappropriate subdivisions within the region, entitled 'Wellington Coast Subdivision Strategy'.
  8. Continue to address the ongoing issue of unsewered coastal townships, including exploring alternatives to traditional treatments.
  9. As a Board, increase our understanding of the development industry, and attempt to direct it by:
    - Holding specific meetings with developers to understand what they are trying to achieve
    - Developing a "For consideration by Developers" section on our web site, communicating our message to prospective developers before they embark on a project.
  10. Sending a clear "No" to proposals that do not meet the requirements of the Victorian Coastal Strategy, or Integrated Coastal Planning for Gippsland CAP.
  11. Working with Councils to identify potential new activity nodes based on sustainability principles.

## ***Key Performance Targets***

See table on next page

# STRATEGIC PRIORITIES

PLAN REFERENCE	STRATEGIES/ACTIONS	RESOURCES REQUIRED- WHO, HOW	PERFORMANCE INDICATORS	YEAR
5A	To better understand the Sea Change phenomenon and its impact in Gippsland by instituting a 'Summer Census' along the Coast, and studies to understand the type of people visiting the Gippsland Lakes and Coast	Chair and EO  Chair and EO External Provider	Support from regional partners  Funds secured 'Summer Census' undertaken	2005-2006  2006-7 January 2007
5B	Develop a program of working meetings with Local Government and other key stakeholders on managing coastal development.	EO  EA	Program of meetings developed  Meetings organised	2005-2008  As required
5C	Work with Councillors of Local Government to develop a shared vision of Coastal visual amenity in Gippsland.	Board	Shared vision of Coastal visual amenity	2005-2006
5D	Facilitate the application of the outcomes from the Coastal Spaces project to the Gippsland Coast.	Board and EO	Councils adopt recommendations from Coastal Spaces	2006-2007
5E	In conjunction with Local Government undertake the identification of recreation and activity nodes, as defined by the Victorian Coastal Strategy, on the Gippsland Coast.	Board	Meeting arranged with Local Government representatives across Gippsland	2005-2006
5F	Continue to enhance the strategic focus on planning in Gippsland through the development of Urban Design Frameworks, and other such tools	EO	UDF's for South Gippsland, Wellington and East Gippsland towns completed and adopted by Council.	2005-2006
5G	Continue to support the Wellington Shire Council with the implementation of the plan developed for addressing	Board	Implementation of the plan	2005-2008

# STRATEGIC PRIORITIES

	inappropriate subdivisions within the region, entitled 'Wellington Coast Subdivision Strategy'.			
5H	Continue to address the ongoing issue of unsewered coastal townships, including exploring alternatives to traditional treatments.	EO	Continued liaison with EPA, DSE and Local Government on unsewered coastal townships.	2005-2006
5I	As a Board, increase our understanding of the development industry, and attempt to direct it into the future.	Board	Representatives of the development industry invited to Board meetings	2005-2006
		EO	Section on website developed regarding appropriate Coastal development.	2006-2007
5J	Sending a clear "No" to proposals that do not meet the requirements of the Victorian Coastal Strategy, or Integrated Coastal Planning for Gippsland CAP guidelines.	Board	Providing specific comment on coastal developments that do not meet the requirements of the CAP and VCS.	2005-2008
5K	Working with Councils to identify potential new activity nodes based on sustainability principles.	Board	Meeting held with each Gippsland Local Council	2005-2008

# RECURRENT BUDGET

The Board's operating budget has stayed relatively constant over the last few years, with any additional funding going towards identified projects. The core budget has very little flexibility, and what little there is will be slowly eroded by productivity savings, rises in employment costs, and increasing charges for IT maintenance and other centralised functions.

The proposed recurrent budget for the period will be relatively unchanged from 2004/5.

<b>Description</b>	<b>Budget \$</b>	<b>Comment</b>
Staff salaries (including on-costs)	132,459	Executive Officer, Executive Assistant
Board sitting fees	18,000	Board member costs
Board Member travel/personal expenses	12,000	Car mileage and personal expense claims (Board members)
Contract services	5,000	Funds for services relating to Coastal Action Plan preparation and other projects.
IT Licences and SOE costs	9,000	Operating Environment and Software for computers
Inventory and supplies purchases	1,500	Materials, minor expenses.
Minor incidentals	500	Board meeting costs – room hire.
Office equipment hire/lease	5,000	3 computers.
Meeting related light lunches	500	
Postal expenses	500	
Printing and stationery	500	
Telephone payments	500	
Vehicle hire-DSE fleet	2,000	
Personal Expenses	2,000	Accommodation, meals
Seminar/Conference attendance	2,000	
Budget – Current grants	6,500	Contribution to GRWMP
<b>TOTAL</b>	<b>\$197,959</b>	

# EXTERNAL FUNDS

The Board has received funds from the Regional Catchment Investment Planning process for a number of projects in the past and will continue to submit bids. Indicative funding for the next three years appears below.

PROJECT	INDICATIVE FUNDS 05/06	INDICATIVE FUNDS 06/07	INDICATIVE FUNDS 07/08	COMMENTS
<b>Corner Inlet Environmental Health Improvement Statement</b>	\$50,000	\$50-100,000	\$50-100,000	To build on the findings of the Environmental Audit in the context of the Estuaries CAP.
<b>State of the Gippsland Coast Report</b>	\$50,000		\$10,000	State of the environment report using the MERgE Framework and indicators of estuarine/ marine health identified by DSE.
<b>Relationship between Catchment Indicators, Environmental flows and estuarine processes.</b>	\$100,000	\$100,000	\$100,000	This is a Statewide project that has been funded.
<b>Identification of current estuarine condition data and review of existing management plans.</b>	\$50,000			This project will be completed in December 2005 as part of the Estuaries CAP process.
<b>Quantifying the boating capacity of the Gippsland Lakes.</b>		\$80,000		Funds for this project will be sort through future RCIP processes.

# ACTION LIST

<b>PLAN REFERENCE</b>	<b>STRATEGIES /ACTIONS</b>	<b>RESOURCES REQUIRED- WHO, HOW</b>	<b>PERFORMANCE INDICATORS</b>	<b>YEAR</b>
GP 1	Develop a specific knowledge attainment program with advice from research organisations.	EO	Program developed	2006-2007
GP 2	Develop a focussed Communication Strategy by: <ul style="list-style-type: none"> <li>▪ assessing target markets; and</li> <li>▪ developing appropriate tools/objectives for those.</li> </ul>	Board Steering Committee  Board Steering Committee, EO	Undertake market assessment  Communications Strategy Completed	2006  2006-2007
GP 3	Encourage the Minister to launch at least one coastal project in Gippsland each year.	Chair	Minister invited to launch at least one project	Annually
GP 4	Undertake an audit of Board member contacts, skills and networks.	EO	Audit Completed  Database maintained	2005  2005-2008
GP 5	Developing a program of funding bids for the next 3 years.	EO	Program completed	2005-2006
GP 6	Attempting to access external funding for each endorsed Coastal Action Plan, each financial year.	EO	Bid developed and lodged	2005-2008

# ACTION LIST

<b>PLAN REFERENCE</b>	<b>STRATEGIES /ACTIONS</b>	<b>RESOURCES REQUIRED- WHO, HOW</b>	<b>PERFORMANCE INDICATORS</b>	<b>YEAR</b>
1A	Review the Gippsland Lakes Coastal Action Plan and prioritise remaining actions.	Board Steering Committee	Review completed	2006
1B	Develop Memorandums of Understanding with key stakeholders responsible for the implementation of actions under Coastal Action Plans.	EO	Memorandums of Understanding signed	2005-2006
1C	Continue to oversee the implementation of the Gippsland Regional Boating Coastal Action Plan.	EO	Quarterly reporting to the Board achieved.	2005 onwards
1D	Continue to oversee the implementation of the Integrated Coastal Planning for Gippsland Coastal Action Plan.	EO	Quarterly reporting to the Board achieved.	2005 onwards
1E	Identify other Coastal Action Plan requirements for the region.	Board	Program for future CAP requirements developed.	2005-2006
1F	To review existing Coastal Action Plans every five years, at a minimum.	EO, External provider	Review of Boating CAP completed.  Review of Integrated Planning for Gippsland CAP completed.	2006  2007
1G	Increase Board involvement in monitoring and evaluation of the coastal environment.	EO  External provider	Amount of funds received  MER Framework applied to Coast in Gippsland Region	2005-2006  2006-2008
1H	Institute a monitoring and reporting regime for environmental and social values of the Gippsland Coast.	EO  External provider	Amount of funds received  MER Framework applied to coast in Gippsland Region	2005-2006  2006-2008

# ACTION LIST

<b>PLAN REFERENCE</b>	<b>STRATEGIES /ACTIONS</b>	<b>RESOURCES REQUIRED- WHO, HOW</b>	<b>PERFORMANCE INDICATORS</b>	<b>YEAR</b>
1I	Undertake a survey of the community to establish attitudes towards the Coast.	EO External Provider	Amount of funds received Survey completed	2006-2007 2007-2008
2A	Develop and oversee the implementation of an Estuaries Coastal Action Plan.	EO, External Project Officer/Provider	CAP Completed	2005-2006
2B	To engage with the Gippsland Community, and appropriate specialists, to understand what they value about estuarine and marine environments and ensure the values identified for protection by the Board are consistent.	EO	Number of community meetings held as part of Estuary CAP process  Forum on Marine environments held	2005-2006  2006-2007
2C	Facilitate, with some urgency, the development of a strategy for improving the health of Corner Inlet.	EO  Relevant partners	Corner Inlet Health Improvement Statement produced  Number of actions in statement undertaken by relevant agencies	2005-2006  2006-2008
2D	Develop Estuary Health Improvement Statements to address issues as identified by the Estuaries CAP.	EO	As specified by Estuaries CAP	2006-2008
2E	Commence investigation of the condition of the marine environment and identify strategic issues to be addressed.	Board	Marine and Estuarine Condition project commenced	2006-2008
3A	Complete scientific studies identifying the impact of climate change to the Gippsland Coast.	External Service provider	Climate Change project complete	December 2005

# ACTION LIST

<b>PLAN REFERENCE</b>	<b>STRATEGIES /ACTIONS</b>	<b>RESOURCES REQUIRED- WHO, HOW</b>	<b>PERFORMANCE INDICATORS</b>	<b>YEAR</b>
3B	Identify potential adaptations to the predicted changes	External Service provider	Climate Change project complete	March 2006
3C	Undertake community awareness program to increase understanding of the risk and impacts associated with Climate Change and the Coast.	Board, EO	Number of Community meetings held Number of attendees	2005-2006
3D	Continue to monitor and raise awareness of subsidence in Gippsland.	Board, EO	Community meetings held Number of attendees	Annual updates
4A	To continue to promote the need to reverse the degradation of waters entering the Gippsland Lakes, and protect the shores and catchment of the Lakes	GLPO  Chair, EO, and GLPO	Monthly report on the implementation of GLFD & AP to Board  Amount of funding for GLFD & AP secured beyond 2006	2005-2008  2006-2007
4B	Support the adoption of better management practices throughout the Gippsland Lakes catchment to reduce nutrient and sediment loads.	GLPO	Quarterly report on implementation to Board	2005-2008
4C	Support research into measures for reducing the frequency, intensity and extent of algal blooms.	GLPO	Quarterly report on implementation to Board	2005-2008
4D	Complete the 2 <sup>nd</sup> Entrance investigation and provide a recommendation on its appropriateness.	GLPO	Recommendation produced and endorsed by Board	2005

# ACTION LIST

PLAN REFERENCE	STRATEGIES /ACTIONS	RESOURCES REQUIRED- WHO, HOW	PERFORMANCE INDICATORS	YEAR
4E	Continue to encourage investment into the recommendations of the Gippsland Lakes Shoreline Erosion and Revegetation Study.	EO	Annual funding bid by DSE supported	2005-2008
4F	Undertake a study to identify the boating capacity of the Gippsland Lakes and the facilities required to support this activity.	EO EO External provider	RCIP bid developed Amount of funding received Study completed	2005-2006 2006-2007 2006-2007
4G	Continue to support the need for a region wide water monitoring network that will assist us in the management of the coast.	Chair and EO	Attendance at meeting of GRWMN partnership	2005-2008
4H	Continue to contribute to the implementation of the Blue-green Algal Bloom Response Plan for the Gippsland Lakes and seek to ensure roles and recurrent budget allocations are specified for their management.	Chair and EO Chair and EO Chair and EO	Annual meeting of Response Group Successful implementation of Board's role in Plan Roles specified for BGA management in Gippsland	2005-2008 As required 2005-2006
5A	To better understand the Sea Change phenomenon and its impact in Gippsland by instituting a 'Summer Census' along the Coast, and studies to understand the type of people visiting the Gippsland Lakes and Coast	Chair and EO Chair and EO External Provider	Support from regional partners Funds secured 'Summer Census' undertaken	2005-2006 2006-7 January 2007
5B	Develop a program of working meetings with Local Government and other key stakeholders on managing coastal development.	EO EA	Program of meetings developed Meetings organised	2005-2008 As required

# ACTION LIST

<b>PLAN REFERENCE</b>	<b>STRATEGIES /ACTIONS</b>	<b>RESOURCES REQUIRED- WHO, HOW</b>	<b>PERFORMANCE INDICATORS</b>	<b>YEAR</b>
5C	Work with Councillors of Local Government to develop a shared vision of Coastal visual amenity in Gippsland.	EO	Shared vision of Coastal visual amenity	2005-2006
5D	Facilitate the application of the outcomes from the Coastal Spaces project to the Gippsland Coast.	Board and EO	Councils adopt recommendations from Coastal Spaces	2006-2007
5E	In conjunction with Local Government undertake the identification of recreation and activity nodes, as defined by the Victorian Coastal Strategy, on the Gippsland Coast.	Board	Meeting arranged with Local Government representatives across Gippsland	2005-2006
5F	Continue to enhance the strategic focus on planning in Gippsland through the development of Urban Design Frameworks, and other such tools	EO	UDF's for South Gippsland, Wellington and East Gippsland towns completed and adopted by Council.	2005-2006
5G	Continue to support the Wellington Shire Council with the implementation of the plan developed for addressing inappropriate subdivisions within the region, entitled 'Wellington Coast Subdivision Strategy'.	Board	Implementation of the plan	2005-2008
5H	Continue to address the ongoing issue of unsewered coastal townships, including exploring alternatives to traditional treatments.	EO	Continued liaison with EPA, DSE and Local Government on unsewered coastal townships.	2005-2006

# ACTION LIST

PLAN REFERENCE	STRATEGIES /ACTIONS	RESOURCES REQUIRED- WHO, HOW	PERFORMANCE INDICATORS	YEAR
5I	As a Board, increase our understanding of the development industry, and attempt to direct it into the future.	Board  EO	Representatives of the development industry invited to Board meetings  Section on website developed regarding appropriate Coastal development.	2005-2006  2006-2007
5J	Sending a clear “No” to proposals that do not meet the requirements of the Victorian Coastal Strategy, or Integrated Coastal Planning for Gippsland CAP guidelines.	Board	Providing specific comment on coastal developments that do not meet the requirements of the CAP and VCS.	2005-2008
5K	Working with Councils to identify potential new activity nodes based on sustainability principles.	Board	Meeting held with each Gippsland Local Council	2005-2008