



VICTORIAN
CATCHMENT
MANAGEMENT
COUNCIL

Regional Catchment Strategy Guidelines 2019



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About These Guidelines

Foreword

The Victorian Catchment Management Council is pleased to provide these guidelines for the development of the next iteration of Victoria's Regional Catchment Strategies (RCSs), covering the period 2022-2027. The guidelines have been established under the provisions of the *Catchment and Land Protection Act 1994*, Schedule 2, Clause 2.2 which states that 'A management plan must be prepared in accordance with any guidelines established by the Council'. Here, as previously, management plan means the Regional Catchment Strategy (RCS), which has the important role in providing integrated catchment management (ICM) outcomes across the state.

These guidelines are a departure from previous guidelines in that they prescribe consistency across Victoria for many elements of the next RCSs. These requirements are intended to generate significant improvements for ICM including:

- Consistent presentation of all ten RCSs to form a coordinated set of ICM strategies covering the whole state
- RCSs continuing to be regional-scale strategies developed collaboratively with Victoria's communities, enabling effective local delivery of Government programs, all designed to improve catchment health
- Improving the accessibility of the RCSs, enhancing communication, engagement and awareness in Victoria's communities about catchment issues and opportunities
- Supporting ease-of-use of RCSs for all stakeholders, particularly statewide and multi-region organisations that bridge multiple CMA regions
- Providing the ability to aggregate appropriate information from RCSs to enable a statewide or multi-region view of a set of common overall outcomes and indicators
- Providing a consistent outcomes framework across all regions
- An opportunity to promote and support Government policy and targets including consistency in demonstrating how the local-scale and regional-scale strategies and actions outlined in the ten RCSs contribute to statewide outcomes and targets
- Aligning with Traditional Owners and their ongoing connection to Country, acknowledging the importance of Indigenous Whole of Country Plans and Joint Management Plans
- Providing the basis for the Natural Resources Management plans required under Australian Government programs such as the National Landcare Program
- Recognising and aligning, where possible, with progress in the Environmental Accounts Framework under development nationally
- Providing a clear rationale for securing funding resources from regional partners, Australian Government, private sector and philanthropic organisations for the ICM priorities of Victoria
- Aligning the RCSs to the United Nations Sustainable Development Goals

The guidelines have been developed by the VCMC in close collaboration with CMAs and DELWP to ensure they respond to Government directions and are practical at the regional level.

Angus Hume

Chair Victorian Catchment Management Council

Purpose of the guidelines

These guidelines have been developed to assist the CMAs in preparing the next suite of Regional Catchment Strategies (2021-2027), the fourth since 1997. The RCS is the primary integrated planning framework for land, water and biodiversity in each of the ten CMA regions of Victoria.

The *Catchment and Land Protection Act 1994* (CaLP Act) in s.12(1)(a) stipulates that each CMA must prepare an RCS for the region and to co-ordinate and monitor its implementation, and to the contents of the RCS (refer Appendix A). These guidelines provide a minimum set of requirements, aligned with the requirements in the act. Each RCS is an overarching succinct and high-level strategy, with reference to more comprehensive, targeted and detailed supporting information found elsewhere, including regional sub-strategies and action plans. Each successive RCS builds on the previous strategies, evolving over time.

Note the amendments to the CaLP Act as a result of the *Water and Catchment Legislation Amendment Act 2019*. The amendments require new duties of CMAs under s.12(1)(c) to promote the co-operation of persons and bodies involved in the management of land and water resources in the region in preparing and implementing the RCS, to include representatives of specified Aboriginal parties. New provisions for the contents of RCS are included for Aboriginal cultural values and traditional ecological knowledge (refer Appendix A) under s.24 (2) (ba), and new requirements for consultation with Traditional Owners under Sch.2 of the CaLP Act.

Principles for development of RCSs

- Integrated catchment management (ICM) approach
- Regional ownership, embracing the regional delivery model, including co-delivery from committed partners
- Place-based systems approach, at regional and local levels
- Built on strong community engagement and stakeholder partnerships
- Regard for Aboriginal cultural values and traditional ecological knowledge
- Triple bottom line approach, including consideration of socio-cultural, economic, and environmental factors
- Evidence-based, supported by science and defensible data
- Flexibility to adopt new technologies and new information as they arise

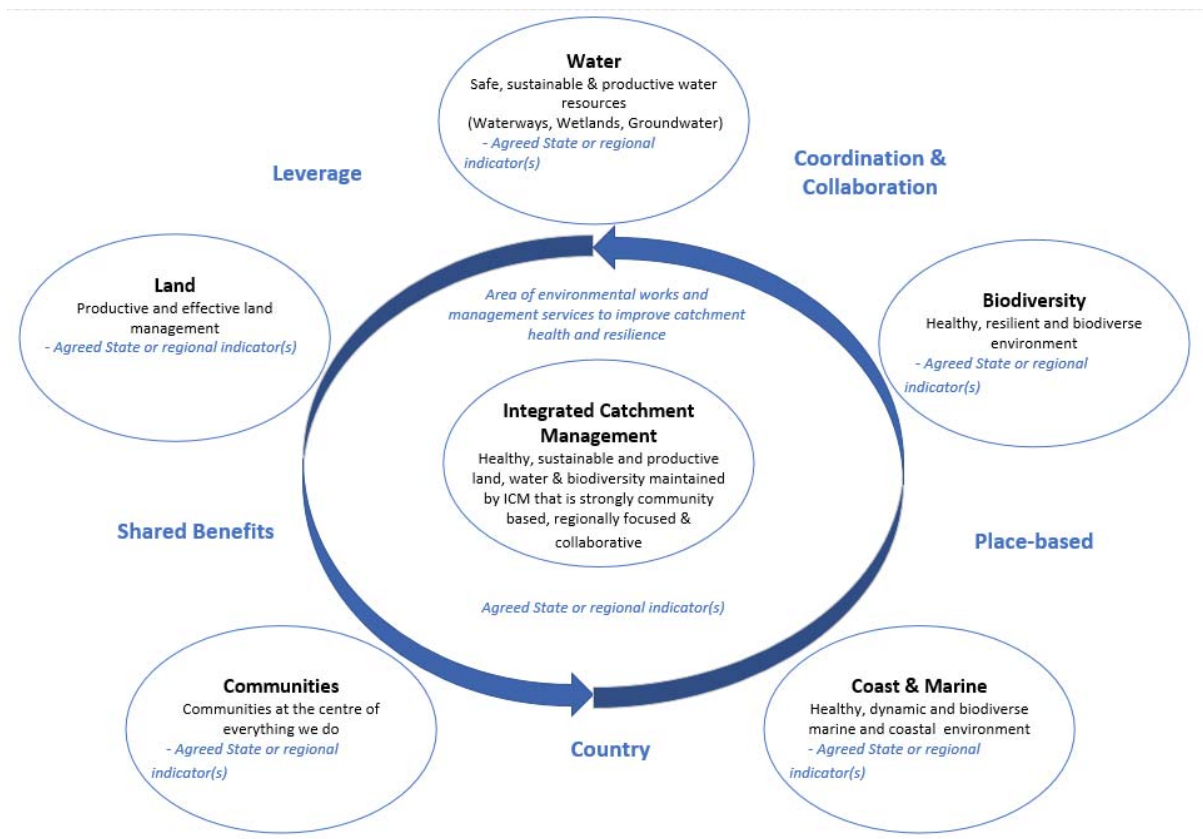
Integrated Catchment Management

Integrated Catchment management (ICM) adopts a whole-of-system approach for land, water and biodiversity planning and delivery for multiple outcomes within and across natural ecosystems. It captures the values and priorities of regional communities and brings together partners from across the catchment region to identify and respond to challenges that cannot be solved by one organisation or stakeholder alone. RCSs describe how ICM is implemented in Victoria.

ICM enables partners to collaborate on ideas and opportunities to deliver on a range of benefits; leverage effort and resources; make informed decisions across 'silos' through trade-off discussions; and work towards a shared long-term vision.

ICM, as shown in the following diagram, establishes strong links between communities and the natural resources within a catchment, and its characteristics are:

- Place-based
- Whole-of-system/landscape
- Delivers a mix of multiple benefits – across land, water, biodiversity, coasts and marine
- Flexible in planning and delivery
- Captures community values and priorities
- Right scale and scalability (local and regional)
- Enables Traditional Owners partnerships
- Leverages all partners' contributions



Themes and Local Areas

The major Themes in the RCS Guidelines are based around Water; Land; Biodiversity; Coasts and Marine; and Community, in line with the *Our Catchments Our Communities* Integrated Catchment Management Strategy (2016). It is recognised that these broad Themes are inter-connected, but they align with the way governments and other investors often plan and roll out their investment programs.

The RCS will also include a 'Local Areas' section to focus on the integration of the themes and related topics in a way that is relevant to local communities. Hence, there is a dual approach to considering integrated catchment management in these guidelines.

This section may include consideration of important matters such as: planning; land use change; landscape values; climate change; sustainable agriculture, water and land use planning; resilient and liveable cities and towns; recreational use; demographic changes and so on.

This section can also reference where it can add value in decision-making e.g. Sustainable Water Strategy development, Integrated Water Management plans, Victorian and Regional Waterway Management Strategies, Regional and Strategic Partnerships (for marine and coastal areas), Indigenous Whole-of-Country Plans etc.

Approvals and timeline

The final RCS should be signed off by the CMA Board and submitted to the Ministers responsible for administering the CaLP Act by June 2021 (or as otherwise determined by the Minister). This date allows 18 months for development of the RCS in each region. Adequate and timely funding needs to be made available over this time to develop the RCSs. The Act requires that the Minister/s must consult with any other Ministers whose interests are likely to be affected by the RCS. The RCS becomes operational on the date when the notice of approval is published in the Government Gazette, or any later date specified in the RCS.

Changes to an approved RCS

Several factors can impact on the currency of RCSs - sudden changes to environmental conditions, new information, movements in government policy and shifts in available resources. Periodic amendments to RCSs may therefore be important to keep them up-to-date.

Any changes to the approved RCSs will only be made after a process that includes a period of community consultation and Ministerial consideration and approval as per the requirements of the *Catchment and Land Protection Act 1994*.

Key audiences for the RCSs

- The RCS in development and implementation must engage the regional partner agencies and community members, to guide investment and activity in the region.
- Another key audience for the RCSs is the relevant responsible Ministers on behalf of the Government of Victoria, since the CaLP Act requires CMAs to submit RCSs to the responsible Ministers, for information and approval.
- The RCS will also inform the Department of Environment, Land, Water and Planning (DELWP) and other Government Departments.
- The RCS will also take into account the requirements of the Australian Government's Regional Land Partnerships program for Natural Resource Management (NRM) plans.
- Different documents or other products arising from the RCSs may be prepared to target and engage with a range of other groups.

Guidance Notes

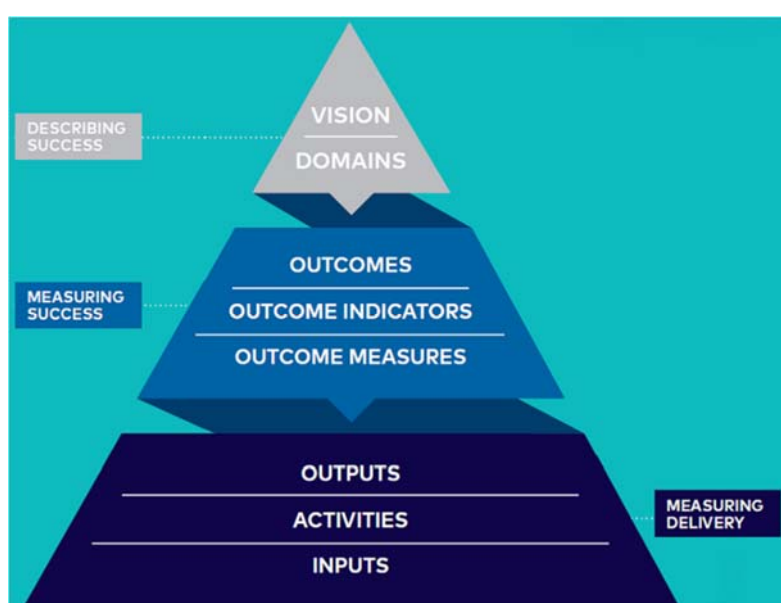
Further guidance regarding the RCS may be provided by in the form of agreed and timely Guidance Notes. These would be developed in a collaborative process between CMAs and DELWP (and other parties as required) and include further details that must be adhered to by all organisations developing the RCS, and all organisations reporting on the progress of the RCS. Examples are:

- A Guidance Note outlining the linkages between RCS monitoring and reporting, and existing reporting mechanisms such as the CMAs' Annual Reports.

- A Guidance Note on data and metrics, describing how each Outcome Indicator will be measured, including the method and data source, and documenting assumptions made about the indicator and its measurement. This provides for updates/changes to indicators if the assessment process identifies them as not being feasible or appropriate.

A common 'outcomes architecture' across the RCSs

To ensure consistency in RCSs across the state, the RCS Outcomes Framework in these guidelines was developed in consultation with CMS, DELWP and VCMC. This framework embraces the Department of Premier and Cabinets 'Outcome Architecture' hierarchy (shown as follows) by having a consistent core set of domains (themes) and associated long-term outcomes and indicators in all RCSs. (Refer to State of Victoria (2016) *Public sector reform: A public sector that delivers exceptional outcomes for Victorians*, accessed June 2018 at <https://www.vic.gov.au/publicsectorreform.html>)



The regional outcomes align with statewide policies and outcomes, thereby improving the way RCSs reinforce, promote and support Government policy and objectives. The consistency will help show how the local-scale and regional-scale contributions outlined in the ten RCSs combine to achieve statewide outcomes.

The Regional Catchment Strategy

Each RCS will include the following information. This section relates to the requirements in the CaLP Act (refer Appendix A) but incorporates some additional items, and points to where comprehensive details on actions may be found, rather than including those details in the RCS itself.

These comprise the minimum requirements for approval. Note that additional material and sections may be developed by each CMA and included in the RCS.

1. Chair's Foreword

2. Traditional Owner and Aboriginal Victorians acknowledgement

3. Vision for the region

- Succinct statement of the long-term vision for the region at 2050

4. Regional overview

- Brief description of major features and natural assets of the region, including key values and threats (general)
- Including description of communities, and communities of interest (basis for the Landscape Areas section of the RCS)
- A simple map of the catchment region
- List of Aboriginal groups and organisations in the region
- Challenges and opportunities

5. Policy context

RCSs will support, reinforce and integrate the following key legislative and policy frameworks, as well as the relevant United Nations Sustainable Development Goals. Other strategies and plans sit under these key documents. Note that the CaLP Act amendment s.24(4) as a result of the *Marine and Coastal Act 2018* requires coastal CMAs to have regard to the Marine and Coastal Policy and the Marine and Coastal Strategy (due for release in December 2020).

- Water for Victoria
- Victorian Waterway Management Strategy
- Our Catchments Our Communities
- Protecting Victoria's Environment - Biodiversity 2037
- Munganin – Gadhaba (DELWP Aboriginal Inclusion Plan)
- Victorian Climate Change Adaptation Plan
- State Environment Protection Policy (Waters)
- Marine and Coastal Policy
- Victorians Volunteering for Nature - Environmental Volunteering Plan
- Agriculture Victoria Strategy
- Victorian Planning Provisions
- Australian Government's National Landcare Program

6. Themes

Each RCS will cover the following themes:

- Water
- Land
- Biodiversity
- Coasts and Marine (where applicable)
- Community

These are the building blocks of healthy and resilient environments; the focus of our integrated natural resource management. Refer to the Outcomes Framework in these guidelines for more detail.

Appropriate sub-themes may be used in this section e.g. Waterways, wetlands and estuaries; Groundwater; Land use changes; Soil health; Sustainable agriculture; Habitat; Native vegetation; Threatened species; Coastal environment; Marine environment; Traditional Owners and Aboriginal Victorians in ICM; and Communities in ICM.

Each theme will include the following headings/sections.

- Introduction
- Assessment of current condition and trends
- Major threats and drivers of change
- Desired outcomes for the future i.e. long-term SMART outcomes i.e. proposed to be achieved in 20+ years; and medium-term SMART outcomes i.e. 'stepping stone' outcomes proposed to be achieved in 6 years
- Priority directions, including reference to any strategies, plans and action plans, in which targets, outputs and priority actions are described in detail

(Note that SMART outcomes are: specific; measurable; achievable; relevant; and time-bound.)

7. Local Areas

Each RCS will describe a set of Local Areas that cover the whole region. It is recognised that regions and communities across the state are different. So, the rationale for defining these areas will vary, depending on the region's communities' priorities, interests and connections. This section of the RCS highlights integration and partnerships, and the interconnectedness of the many themes that occur in each local area.

The purposes of this section of the RCS are to:

- Demonstrate integrated catchment management (ICM) in action
- Reflect the local communities' priorities and interests
- Show how organisations and communities work together to deliver integrated catchment management for optimal benefit at the local scale
- Highlight socio-ecological systems

CMAs may decide how much detail is provided in this section for inclusion in the core RCS submitted for approval.

The Local Areas will be described by each CMA to reflect the region's social and biophysical system. This may draw on information from the earlier section on themes in the RCS, as well as drawing on

additional information about locally-important drivers, such as those relating to climate change, regional development and employment, and recreational and tourism opportunities.

CMAs may decide on how much detail is provided in this section. However, each Local Area will include the following headings/sections:

- Introduction
- Assessment of current condition and trends
- Major threats and drivers of change
- Vision and outcomes
- Priority directions, including reference to any strategies, plans and action plans, in which targets, outputs and priority actions are described in detail

8. Monitoring and reporting

A consistent description of the statewide framework and process for monitoring, reporting on and evaluating the implementation of the RCS to the regional stakeholders and community, and to the Ministers, will be described in this section. This includes reporting on progress towards the desired outcomes, and on the effectiveness of the RCS.

Existing regional monitoring and reporting arrangements should be referred to in this section.

9. Partners

Description of key partners in planning, development and delivery of RCS outcomes

10. Development of RCS

A brief description of the process for development of the RCS

- Regional drivers for the approach of this RCS
- Key partners engagement during process
- Description of processes used to bring partners together for planning, implementation and monitoring e.g. roundtables, leadership forums, targeted workshops
- Further community engagement during process, including NGOs
- Learnings from previous RCS and what is different now

11. Review of RCS

The RCS must provide for the review of the strategy.

While the process for periodically updating the RCS will enable continuous community input, and improvement, there will be a review after three years which will evaluate the RCS's effectiveness to date and identify minor changes for immediate action or decisions regarding dealing with more substantial issues. This mid-term review will report on progress towards achieving the desired outcomes. There will be a major review including extensive community consultation after six years.

Both the mid-term and final reviews will look back to the overall effectiveness of the RCS, and forwards, with recommendations for the future.

Outcomes Framework

The VCMC's *Catchment Condition and Management Report 2017* made four recommendations. They were:

- Improve the quality of reporting
- Implement mandatory monitoring
- Involve catchment communities
- Provide a five-year funding cycle

The second recommendation, 'Implement mandatory monitoring', involves undertaking consistent monitoring and reporting on condition and management across the state using agreed outcome indicators. This recommendation is picked up in the following Outcomes Framework.

The Regional Catchment Strategy (RCS) Outcomes Framework supports the preparation of consistent, responsive and effective RCSs. The Framework enables CMAs to demonstrate how regional outcomes align with statewide policies and outcomes, improving the way RCSs reinforce, promote and support government policy and objectives.

The Outcomes Framework embraces the Department of Premier and Cabinet's 'Outcome Architecture' hierarchy (described earlier in these guidelines) by having a consistent core set of domains (themes) and associated long-term outcomes in all RCSs.

Guidance on the statewide (long-term) Policy Outcomes, statewide Policy Indicators and Outcome Indicators to be applied by all CMAs in their RCS is provided in this Framework. However, regional outcomes that articulate what success looks like across landscapes and themes at the regional and local scale, and inclusion of additional outcomes indicators, are at the discretion of the CMAs.

The RCS Outcomes Framework has been developed in conjunction with CMAs, the VCMC, the Department of Environment, Land, Water and Planning (DELWP) and the Regional Investment Coordinators group.

The architecture of the RCS Outcomes Framework contains the following elements:

- Vision - the catchment communities' long-term Vision for the Catchment
- Policy Outcomes - the high-level policy outcomes from Australian and state government policy aligned with themes
- Policy Indicators – the outcome indicators for each Policy Outcome
- Regional Outcomes - regional outcomes that articulate what success looks like at a regional scale. These can be articulated across local areas using a resilience approach or across themes and assets
- Regional Indicators – these are an agreed set of outcome indicators against which each region will track progress

The RCS Outcomes Framework will:

- Mandate that the statewide Policy Outcomes, Policy Indicators and Regional Outcome Indicators outlined below are included in all RCSs and the condition be monitored and reported over time, including in the mid-term and final review of RCSs

- Enable the RCS vision and Regional Outcomes that articulate what success looks like across landscapes and themes at the regional and local scale to be developed by CMAs, with inclusion of additional outcomes indicators at the discretion of the CMA
- Enable Regional Outcomes and Outcome Indicators to be applied to local areas using both a resilience and asset-based approach

Vision: The Catchment Communities Long-term Vision for the Catchment

e.g. Healthy and sustainable relationships between the natural environment and the community's use of land and water resources

Policy Outcomes	Policy Indicators
Water	
1.1 Safe, sustainable and productive water resources.	1.1.1 Increase in Victoria's water security
	1.1.2 Protect the condition of Victoria's groundwater resources
1.2 The environmental condition of waterways supports environmental, social, cultural and economic values.	1.2.1 Increase in the number of river reaches/wetlands with maintained or improved environmental condition
Land	
2.1 Land use and management is sustainable with the condition of soil, biodiversity and vegetation improved. <i>(Aligns to RLP Outcome 5)</i>	2.1.1 An increased number of farmers have adopted practices needed to reduce the risk of soil and nutrient loss and acidification, improve carbon retention and biodiversity protection on-farm.
	2.1.2 Increase in area of agricultural land mapped that has improved biodiversity protection in place.
2.2 Victoria's agriculture systems have adapted to significant changes in climate and markets. <i>(Aligns to RLP Outcome 6)</i>	2.2.1 A demonstrable increase in the number of farmers using new technologies to support their climate related farm decisions
Biodiversity	
3.1 Victoria's biodiversity is healthy, valued and actively cared for	3.1.1 Net gain of the overall extent and condition of habitats across terrestrial, waterway and marine environments
	3.1.2 (On average) % Change in Suitable Habitat expected over 50 years from sustained improved management for threatened species
	3.1.3 (On average) % Change in Suitable Habitat expected over 50 years from sustained improved management for culturally significant species
	3.1.4 Percentage of all species with positive % Change in Suitable Habitat expected over 50 years from sustained improved management
Coasts and Marine	
4.1 A healthy, dynamic and biodiverse marine and coastal	4.1.1 Net gain in extent and condition of coastal habitats

environment that benefits the Victorian community now and in the future.	
	4.1.2 Improved catchment impact on marine environments through water quality of coastal rivers and estuaries
Communities	
5.1. Effective community engagement and citizen participation in catchment Management	5.1.1 Victorians are contributing to the health of Victoria's environment (biodiversity/catchments/waterways)
	5.1.2 Increased participation of Traditional Owners in sustainable water management
	5.1.3 Number of formal partnership agreements for planning and management between Aboriginal communities and key NRM agencies
Integrated Catchment Management	
6.1 Healthy, sustainable and productive land, water and biodiversity maintained by ICM that is strongly community based, regionally focused and collaborative	6.1.1 Area under active stewardship to improve catchment health and resilience
Regional Outcomes	
These will be developed by each region to align with local areas and articulate what success looks like across local areas and/or themes.	
Outcome Indicators	
These will be developed by each region to align with local areas and articulate what success looks like across local areas and/or themes.	
An agreed set of indicators will be used across the state. These will be used for reporting through existing mechanisms including Annual Catchment Condition reporting in the Annual Report. These may be revised based on data availability and cost, accuracy and applicability and can be updated on agreement through the RCS Managers Forum as necessary.	
Water	
	<ul style="list-style-type: none"> Percentage of environmental watering actions achieved at planned sites per year Increase the extent of protected or improved riparian land (by x hectares or x km) Maintain or enhance the extent of wetlands (number and ha) Improvements in groundwater resource condition (trends by catchment and management area)
Land	
	<ul style="list-style-type: none"> Percentage of ground cover Increase in improved management practices. Increase in new and modernised technologies and systems on farm, including irrigation
Biodiversity	
	<ul style="list-style-type: none"> Increase in the area of permanent protection (ha) Extent of native vegetation (ha) Area (ha) of pest herbivore control in priority locations Area (ha) of pest predator control in priority locations Area (ha) of weed control in priority locations
Coasts and Marine	

	<ul style="list-style-type: none"> • Improved water quality scores over time (e.g. SEPP measure on water quality in Port Phillip Bay, Western Port and Gippsland Lakes and their riverine catchments) • Index of estuarine condition • Index of wetland condition
Communities	
	<ul style="list-style-type: none"> • Coverage and number of communities and individuals participating in events • Support for aspirations and actions in country plans • Landcare / Community NRM Groups Group Health Score

In applying the Outcomes Framework, it is recommended that CMAs consider the following assumptions.

RCS is a high-level strategy – that the RCS is a strategy that focuses on the vision for the catchment, and the desired long-term outcomes. It does not focus on outputs or activities.

RCS is a place-based strategy – that the RCS is a place-based strategy that articulates the vision of the catchment community. The RCS reflects community priorities.

RCS delivers integrated catchment management (ICM) – ICM is not linear with actions contributing to many outcomes. Linear attribution between an outcome and a government outcome or target should not be assumed or illustrated.

The outcomes framework is not an accountability framework – accountability for delivery of strategy outcomes is aligned to the investment mechanisms that government utilises to fund their delivery e.g. corporate plans, projects and programs.

Note again that a Guidance Note on data and metrics, describing how each Outcome Indicator will be measured, including the method and data source, and documenting assumptions made about the indicator and its measurement. This provides for updates/changes to indicators if the assessment process identifies them as not being feasible or appropriate.

Other related sections on a CMA website (not part of the official RCS)

Home page

It is recognised that each CMA may choose to use a Home page on its website in different ways and have individual content (e.g. links to social media, events, etc.). Therefore, the content and presentation of a Home page is not described.

Prospectus

A prospectus can be defined as a document describing the major features of a project, business venture etc. in enough detail so that prospective investors, participants or buyers may evaluate it. A prospectus should provide the business case for investment with the benefits and costs associated with the investment.

The RCS may include or refer to a prospectus for potential projects in the region.

An aim of the prospectus is to strengthen the role of the RCSs as a conduit for substantial regional partner, Australian Government, private sector and philanthropic funding being secured for the ICM priorities of Victoria.

However, it is recognised that different regions have different arrangements, so the format and content of the prospectuses can initially be different for each RCS as determined by the relevant CMA. The prospectus could be a simple set of one-pagers.

Coordination is encouraged across CMAs to progressively achieve a high level of consistency in the presentation of the prospectuses in the years ahead, including using the same template and having a consistent level of detail.

Tracking progress

This section on a CMA's website could include and/or have links to information such as:

- Mid-term and final reviews of the RCS
- Regional catchment condition and management reports
- Relevant reports from partner organisations
- Relevant statewide reports such as VCMC's Catchment Condition and Management reports, State of the Environment reports etc.

Different regions may include different types and amounts of information on this page, so the specific content is not mandated.

Appendix A

Catchment and Land Protection Act 1994, Part 4, Div. 1 Sect. 24(2):

A regional catchment strategy must -

- (a) assess the land and water resources of the catchments in the region and how they are used; and
- (b) assess the nature, causes, extent and severity of land degradation of the catchments in the region and identify areas for priority attention; and
- (ba) have regard to Aboriginal cultural values and traditional ecological knowledge of the management of land and water resources of the catchments in the region; and
- (c) identify objectives for the quality of the land and water resources of the catchments in the region; and
- (d) set a program of measures to promote improved use of land and water resources and to treat land degradation; and
- (e) state the action necessary to implement the strategy and who should take it; and
- (f) specify procedures for monitoring the implementation of the strategy, achieving the land and water resource quality objectives and assessing the effectiveness of the program set under paragraph (d); and
- (g) provide for the review of the strategy.

Also note CaLP Act requirements regarding consultation in Schedule 2 cl. 2(3) and (4).

Appendix B

Presentation of the new RCSs

It is proposed that the RCSs for 2022-27 will be consistent in their overall format. An aim of these guidelines is to generate a significant change in the presentation and accessibility of the RCSs. This will improve the engagement and participation of key stakeholders and regional communities in ICM. The goal from the VCMC perspective is for RCSs to be web-based, with collaborative development of simple templates by 30 June 2020. However, the final presentation of the RCS is subject to CMA Board decisions.

Each RCS should be able to be printed easily in hard copy, for consultation and approval purposes.

In line with the VCMC's goal, there should be a statewide portal, proposed to be on the VCMC website (and potentially on other major partners organisations' websites), that gives a statewide view of RCSs and provides a common entry point to all RCSs. This would include a statewide map with each of the 10 catchment regions highlighted to click on to take the user to each individual CMA's RCS site. A draft mock-up is shown on the following page.

Victoria's Regional Catchment Strategies



Intro text

Lorem ipsum dolor sit amet, eros maecenas vitae, parturient quisque, magna lacinia. Arcu tellus dui, tellus tortor leo. Urna ut, amet placerat, lectus nulla. Feugiat a. Suspendisse tortor. Purus ultricies, dictumst neque.

Lectus magna quisque. In nam, ornare volutpat arcu. At nam, proin nibh. Vel curabitur eros, metus ultricies aliquam. Egestas integer venenatis. Sed nullam, tortor at cras.

Pellentesque class varius. Tempus suspendisse. Ullamcorper metus, leo odio. Lacus suspendisse tellus, eu nascetur ullamcorper. Aliquet justo interdum, libero eget.

Vestibulum pharetra donec. Arcu per, eligendi eleifend. Hymenaeos velit magna, dolor mauris ut, turpis est. Gravida platea, rutrum mi. Velit libero amet. Hendrerit neque phasellus, vel consectetur magna, ac velit ultrices.

The long-term environmental strategies for our catchment management regions

Developed hand-in-hand with regional communities



Ensuring policies hit the ground effectively through integration, partnerships and practical action

Info about Victorian Government, logos, etc

A 'boxed set' of 10 RCSs covering Victoria

An aim of these guidelines is to generate a change in the presentation of the 10 RCSs, so they are presented consistently and are clearly a coordinated set of ICM strategies covering the whole state. Each RCS website and document will have the following core elements that are consistent:

- have the same core architecture/sitemap
- have the same structure of banner and tabs, sections and sub-headings
- have the same basic look but with individual variations e.g. different colour schemes and images) to distinguish each one

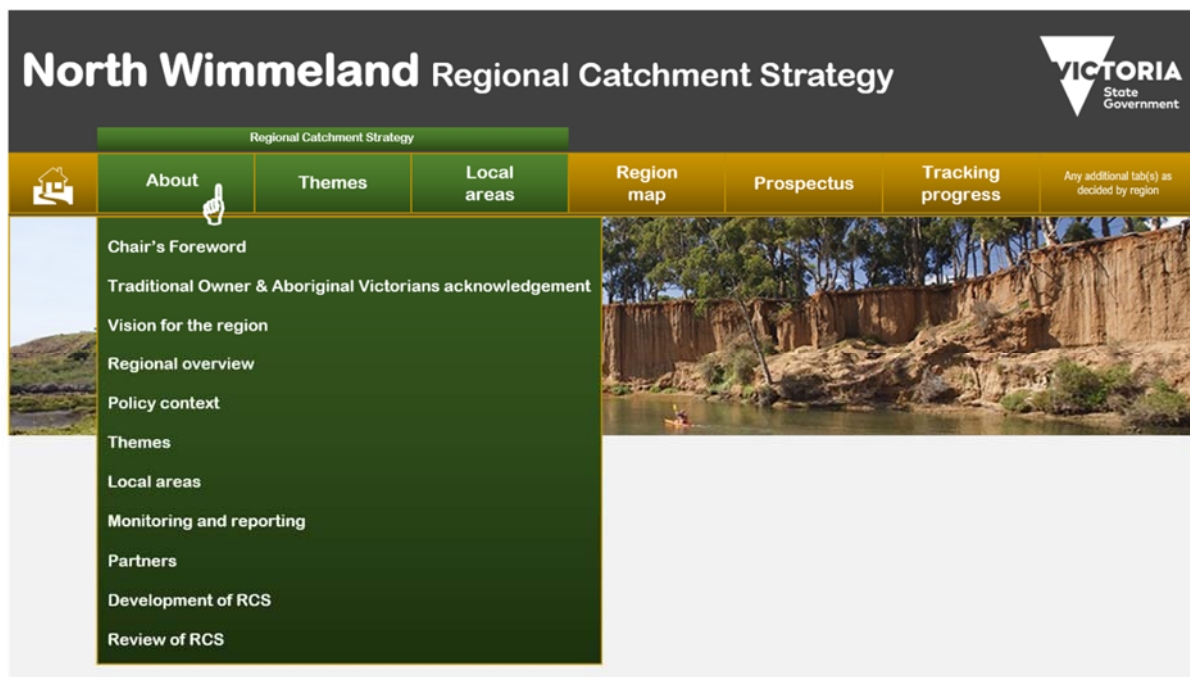
This will also enable a change in the ease-of-use of RCSs for stakeholders, particularly for statewide and cross-region organisations that need to deal with multiple RCSs.

A consistent banner

Each RCS will have the same banner structure with a core set of main tabs, as shown in the following diagram. Colour scheme and photo to be specific to the region. Colour scheme and photo to be specific for the region. Additional tabs can be added at the discretion of any region.

The 'About' tab

Each RCS will have a consistent core set of pages listed under the 'About' tab as shown in the diagram below. Additional pages can be inserted at the discretion of any CMA.



Themes

Each RCS will have a tab for each of the following themes:

- Water
- Land
- Biodiversity
- Coasts and Marine (where applicable)
- Community

These are the building blocks of healthy and resilient environments; the focus of our integrated catchment management. Each RCS will have a consistent set of pages listed under the 'Themes' tab. The 'Coasts and Marine' tab will be included only for the relevant regions. Additional pages for selected sub-themes such as 'Groundwater' or 'Land use changes' can be added at the discretion of any region and are anticipated to be included where these matters are important for the region and community. An example is shown in the following diagram.



Local Areas

Each RCS will define a set of Local Areas that cover the whole region. It is recognised that regions and communities across the state are different. So, the rationale for defining these areas will vary, depending on the region's communities' priorities, interests and connections.

This section of the RCS highlights integration and partnerships, cutting across the many themes involved in integrated catchment management.

The purposes of this section of the RCS are to:

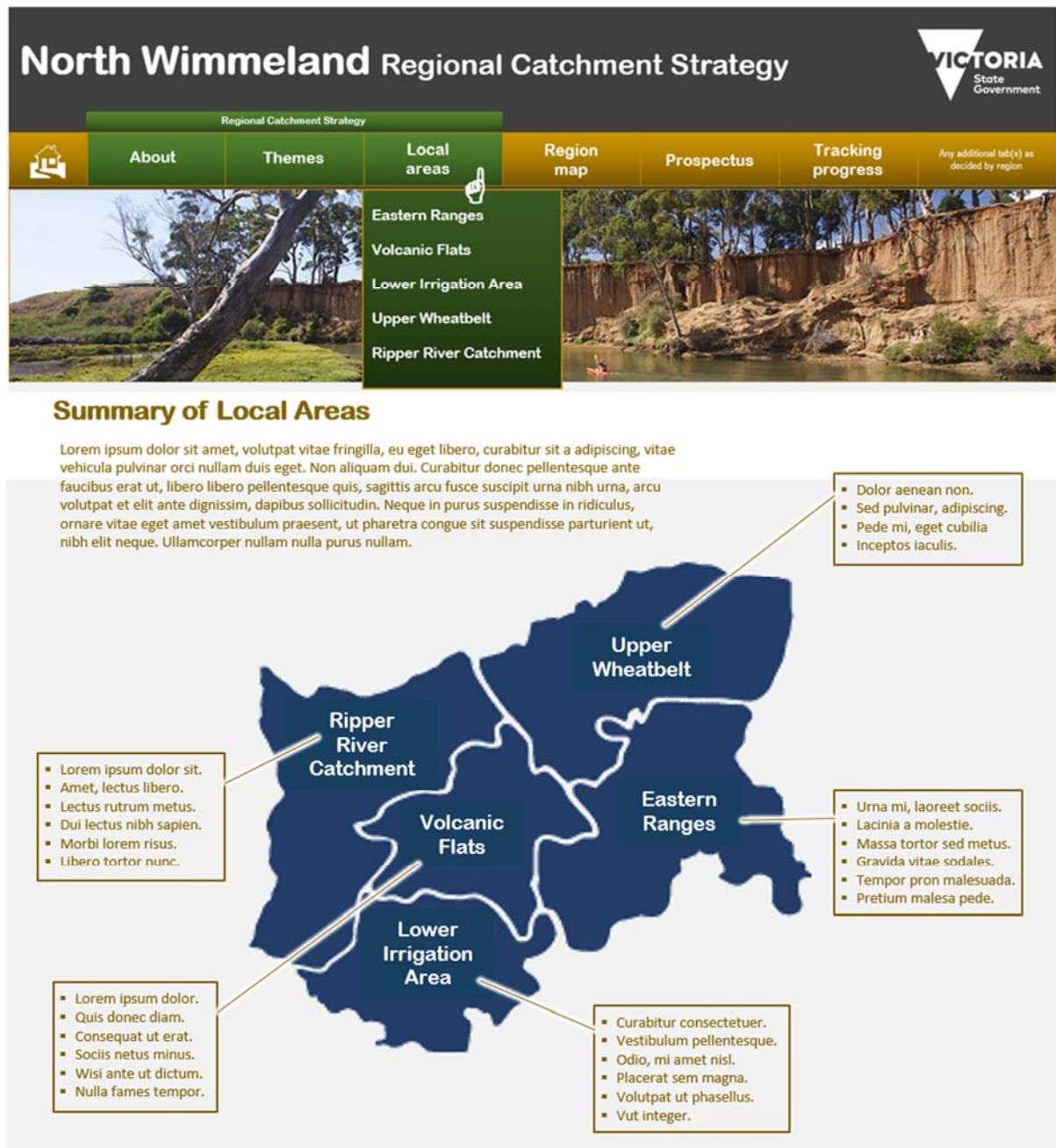
- Demonstrate integrated catchment management (ICM) in action
- Reflect the local communities' priorities and interests
- Show and report on how organisations and communities work together to deliver integrated catchment management for optimal benefit at the local scale
- Help prioritise investment at local and regional scales

The priorities in each Local Area will intersect with a range of themes and therefore draw on information from the earlier section in the RCS, as well as drawing on additional information about locally-important objectives, such as those relating to climate change, regional development and employment, and recreational and tourism opportunities.

CMAs may decide on how much detail is provided in this section. However, each Local Area will include the following headings/sections:

- Introduction
- Assessment of current condition and trends
- Major threats and drivers of change
- Vision and outcomes
- Priority directions, including reference to any strategies, plans and action plans, in which targets, outputs and priority actions are described in detail

A mock-up of how this could look is shown below.



Glossary

Term	Definition
Activities	Activities are what we deliver. The programs, services and initiatives we undertake, and the everyday work we do.
Domains	Domains provide a logical structure for grouping related outcomes, and a line of sight from each outcome to the overall vision.
Indicator	Indicator' refers to a broad statement of the concept to be measured. Indicators are usually described in general terms, to allow for developments in the evidence base and changing data sets over time.
Inputs	Inputs are the resources or investments allocated to deliver activities (funding, staffing, capital infrastructure).
Measure	'Measure' refers to how an indicator will be measured. Data limitations mean that, sometimes, proxy measures must be used to report against indicators, and multiple measures may be required to illustrate a single indicator.
Outcomes	Outcomes articulate what success looks like and reflect our ambition for Victoria. They are clear, unambiguous and high-level statements about the things that matter for people and communities.
Outcome Indicators	Outcome indicators specify what needs to change in order to achieve a desired outcome and set the direction of change. Outcome indicators reflect the key drivers and influences on progress towards an outcome
Outcome Measures	Outcome measures provide the more granular, specific detail about what will change and how you will know if you are making progress. Outcome measures are the specific way we know or count the size, amount or degree of change achieved.
Outputs	Outputs are how we count what we deliver. The number of activities delivered, products produced, or clients served.
Target	A numerical representation of what is sought to be achieved.
Vision	The vision is the big picture, aspirational statement that describes what community wants to achieve for the catchment.