



**Georges River Combined Councils' Committee**

Management & Implementation Plan for the Georges River  
Combined Councils' Committee

**Management & Implementation Plan**

9 April 2008

**COMMERCIAL IN CONFIDENCE**



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## 1 SUMMARY

Evans & Peck has assisted the Georges River Combined Councils' Committee (GRCCC) to develop a Management and Implementation Plan (M&I Plan) for the operational work of the GRCCC along the Georges River, and to provide direction and priority for its programs consistent with the NSW State Plan and with regional plans such as those of the Sydney Metropolitan Catchment Management Authority (SMCMA) and of local Councils.

The Plan is a tool for the new GRCCC Council to address priority natural resources management (NRM) targets. It will guide the activities of the GRCCC while forming the basis for partnerships with the community, business, industry and governments. The Plan will assist the GRCCC in ensuring that NRM projects are undertaken in priority areas within the Georges River Catchment, and that these projects lead to the best outcomes for the environment and the community.

As described in Sections 2.3 and 2.4, the M&I Plan has been developed to comply with the Natural Resources Commission's Standard for Quality NRM which establishes quality processes (including institutional) to deliver best practice NRM, and the 13 State-wide NRM Targets. Both this and the related Strategic Future study help better achieve the Standard and State-wide Targets, ensuring that the GRCCC is consistent with these.

The Strategic Future and M&I Plan studies are strongly linked (Section 2.5). Evans & Peck has progressed both studies together to ensure they influence each other appropriately.

Evans & Peck has consulted widely to develop the M&I Plan; including the GRCCC Steering Committee and member Councils; government agencies; the SMCMA; Chipping Norton Lakes Authority; Sydney Coastal Councils' Group; other stakeholders in the Georges River Catchment; and other individuals (Section 2.6). This consultation has included four facilitated workshops, a submission template emailed to 92 individuals with an invitation to contribute their ideas, follow up interviews, review of a large number of documents, and meetings with the GRCCC Council and Steering Committee.

Evans & Peck has developed a framework for the M&I Plan taking into account a range of existing NRM strategies and plans at national, state, regional and local levels (Section 3). The M&I Plan is informed by, and is a mechanism for implementing relevant elements of these strategies and plans at the Georges River Catchment regional level.

The framework structure is described in Section 4 and shown in Appendix 1. The basis of the M&I Plan is the **GRCCC's 11 Programs** (column 3 in the matrix) identified in the Strategic Future study which group the projects and 74 actions into specialised clusters:

- The GRCCC programs, projects and actions are identified against the **State-wide Themes and Targets** (column 1 in the matrix);
- For each target, the **issues** which are detrimental to the future health of the Georges River and its catchment are outlined in column 2;
- Where **GRCCC projects** are already identified, they are listed and described in column 4 of the matrix. A program can have one or more projects;

- Each program and project has one or more **actions** which are listed in column 5;
- The organisation(s) having **responsibility** for each action is listed in column 6. This includes identifying the GRCCC program networks responsible;
- The **funding and source(s) of funding** for each immediate program and project are listed in column 7;
- The **timing of each action** is listed in column 8. This includes the year(s), and for many actions, the month in which each action is required to be completed;
- The **expected outputs and outcomes** for each action are described in column 9.

Evans & Peck has assembled the information for the NRM programs, projects and actions for which the GRCCC has lead or partner responsibility into the M&I Plan framework. It is recommended in Section 4.3 that the M&I Plan be implemented in three stages:

- Establish the first five GRCCC Programs (Riverkeeper, River Ecosystem [Mid Georges River Sustainability Initiative project], Sustainability, Estuarine Management, Finance and Administration) immediately. These can be implemented at no additional cost to Councils, using available staff and financial resources;
- Establish the next four GRCCC Programs (Stormwater Management, Floodplain Management, Education & Media Communications, and Stakeholders) in the short term during 2008. These can be implemented at no additional cost to member Councils, as they harness the staffing resources of Councils on existing stormwater management and other programs to provide a regional focus;
- Establish the remaining GRCCC Programs (Biodiversity & Vegetation, River Ecosystem [Waterway Health Strategy, BBCCI, WSUD and other projects], and Land) beyond 2008 in the medium term. These may require additional funding by governments, the SMCMA and other NRM investors through new projects.

The GRCCC Executive needs to consider a range of resources at its disposal to implement the M&I Plan including funds, staff and in-kind as described in Section 5.2. As well as using these resources to implement the M&I Plan, the Executive will need to look for opportunities to help influence governments achieve better outcomes for the Georges River Catchment, and in doing so achieve outputs and outcomes in the Plan (Section 5.3).

Risk assessments and risk management plans of critical projects should be carried out, as failure to deliver one or more of these will have a significant impact on the GRCCC's performance and public perception of its "value add" to the Georges River Catchment.

The M&I Plan will form the basis of a monitoring, evaluation and reporting (MER) framework to be developed by the GRCCC as one of its immediate actions. The Plan should be updated and reported quarterly to the GRCCC Council and to member Councils, and reviewed annually and reported to the GRCCC Council, member Councils, governments, other NRM investors and the catchment community.

The GRCCC Executive should maintain a watching brief on the skills sets of its staff and identify early those skills areas required by staff to achieve satisfying, timely and cost effective delivery of programs and projects.

## 2 PLAN CONTEXT

### 2.1 The GRCCC

Evans & Peck has assisted the GRCCC to develop a M&I Plan for the operational work of the GRCCC along the Georges River and to provide direction and priorities for its programs consistent with the NSW Government's State Plan and with regional plans such as those of the SMCMA and of local Councils.

The Plan is a tool for the new GRCCC Council to address priority NRM targets. It will guide the activities of the GRCCC while forming the basis for partnerships with the community, business, industry and governments. The Plan will assist the GRCCC in ensuring that NRM projects are undertaken in priority areas within the catchment, and that these projects lead to the best outcomes for the environment and the community.

The GRCCC was formed in 1979 and consists of nine councils including Bankstown, Campbelltown, Fairfield, Hurstville, Liverpool and Rockdale City Councils, Kogarah Municipal Council, and Sutherland and Wollondilly Shire Councils. Their locations within the Georges River Catchment are shown in Figure 2.1. The catchment also includes smaller parts of Blacktown, Holroyd, Canterbury, Camden and Wollongong Councils which are not members of the GRCCC.

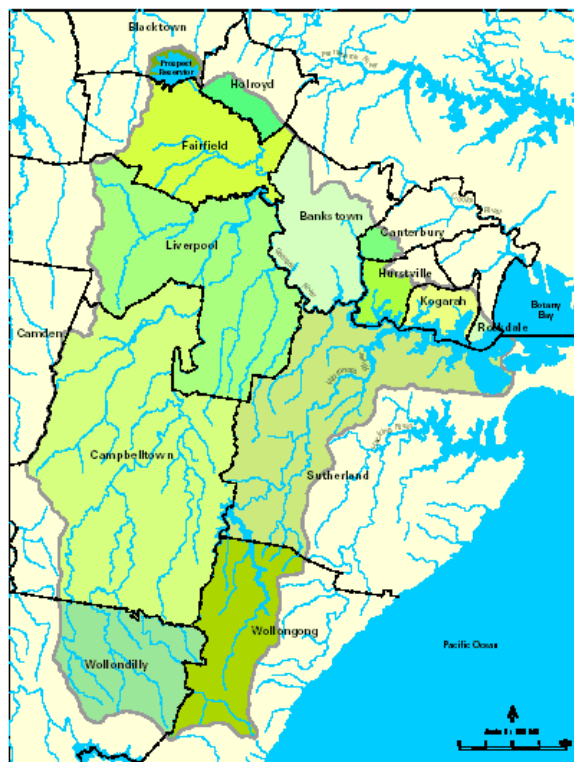


Figure 2-1 Georges River Catchment (from Department of Planning)

## 2.2 GRCCC Vision, Mission and Objectives

The GRCCC's stated **vision**: *"For the Georges River is a balanced ecosystem that an engaged community can enjoy".*

The GRCCC's **mission**: *"To advocate by developing programs and partnerships, and to lobby government organisations and other stakeholders to protect, conserve and enhance the Georges River."*

**Objectives** of the GRCCC are to:

- Lobby for environmental improvements along the Georges River and its catchment;
- Liaise with stakeholders throughout the catchment on environmental issues affecting the Georges River;
- Coordinate the Riverkeeper Program which assists the rehabilitation of the Georges River through education and undertakes projects to improve the quality of the River;
- Promote the Georges River and its values;
- Encourage all Local Government Councils in the Georges River catchment to recognise their responsibility to contribute to the enhancement of the environmental, recreational and social values of the River.

The recommended network structure for the GRCCC, its governance arrangements, and the transition arrangements to the new structure are described in the Evans & Peck Strategic Future report.

## 2.3 Natural Resources Commission Standard

Development of the M&I Plan complies with the Natural Resources Commission's State-wide Standard for Quality NRM and its seven components: collection and use of knowledge, determination of scale, opportunities for collaboration, community engagement, risk management, monitoring and evaluation, and information management. Implementation of this Plan and of the related recommended network structure, governance and transition arrangements will help better achieve the Standard, ensuring that the GRCCC is consistent with the Standard, as shown in Table 2.1.

**Table 2.1 Application of the NRC Standard to the development of the GRCCC M&I Plan**

Component of Standard	Required outcome	GRCCC M&I Plan
Collection and use of knowledge	Use of best available knowledge to inform decisions in a structured and transparent manner	<p>The M&amp;I Plan and related Strategic Future study identify information available to the GRCCC through stakeholder consultation and documents.</p> <p>These two studies identify opportunities for investment to supplement data. The M&amp;I Plan clarifies the GRCCC's priority investments in GR Catchment.</p> <p>GRCCC and its links with agencies and research organisations provide access to relevant knowledge and expertise. M&amp;I Plan will increase the access to knowledge and expertise, and improve the maintenance of corporate knowledge.</p>

Component of Standard	Required outcome	GRCCC M&I Plan
		<p>M&amp;I Plan will allow successful management of the GRCCC projects and programs.</p> <p>GRCCC maintains records of consultations.</p> <p>GRCCC considers socio-economic profile of GR catchment through Councils.</p>
Determination of scale	Management of NRM issues at optimal spatial, temporal and institutional scales to maximise contributions to broader goals, deliver integrated outcomes and prevent/minimise adverse consequences	<p>SMCMA, Councils, NSW Government agencies and other GRCCC partners explicitly consider appropriate scale in developing targets for NRM plans.</p> <p>GRCCC actions in the M&amp;I Plan focus on catchment-wide roles where GRCCC has value-add lead and partner roles.</p>
Opportunities for collaboration	Collaboration with other parties to maximise gains, share or minimise costs or deliver multiple benefits	<p>Development of the GRCCC's M&amp;I Plan and Strategic Future are a collaborative process with NSW and Local Governments and other stakeholders.</p> <p>M&amp;I Plan will improve collaboration.</p>
Community engagement	Implement strategies sufficient to meaningfully engage community participation	<p>The community has been/is involved in the development of the SMCMA CAP and local Councils' management strategies and plans which inform the GRCCC M&amp;I Plan and Strategic Future.</p> <p>M&amp;I Plan identifies increased GRCCC role in community awareness raising and engagement in GR Catchment.</p> <p>GRCCC will need to develop mechanisms for community participation in projects such as Mid Georges River Sustainability Initiative.</p>
Risk management	Consider and manage all identifiable risks and impacts to maximise efficiency and effectiveness, ensure success, and avoid, minimise or control adverse impacts	<p>GRCCC projects such as Mid Georges River Sustainability Initiative identify risks and mgt responses where required by government investor(s).</p> <p>GRCCC will need to identify risks and mgt responses for its other projects.</p>
Monitoring and evaluation	Quantify and demonstrate progress towards goals and targets by regular monitoring, measuring, evaluation, and reporting of performance and use of results to guide improved practice	<p>GRCCC currently monitoring and reporting on activities annually.</p> <p>The M&amp;I Plan contains recommendations on monitoring, evaluation and reporting for GRCCC processes and actions.</p>
Information management	Manage information in a manner that meets user needs and satisfies formal security, accountability and transparency requirements	<p>Information is currently provided by the GRCCC on an as-needs basis, for example the annual report to Councils.</p> <p>The M&amp;I Plan and Strategic Future studies provide clear, concise information on the GRCCC's roles, structure, management and implementation.</p>

Source: Adapted by John Verhoeven 2007

## 2.4 NSW State-wide Targets

The state-wide targets listed in Table 2.2 are part of the NSW Government's State Plan. They were recommended by the NRC and adopted by the Government. These targets provide a framework for regional NRM organisations including the GRCCC and CMAs to report on their contribution to NRM improvement.

**Table 2.2 State-wide targets for NRM adopted in the GRCCC M&I Plan**

<b>Biodiversity</b>	
<b>Macro-environmental</b>	1. By 2015 there is an increase in native vegetation extent and an improvement in native vegetation condition
	2. By 2015 there is an increase in the number of sustainable populations of a range of native fauna species
<b>Specific priorities</b>	3. By 2015 there is an increase in the recovery of threatened species, populations and ecological communities
	4. By 2015 there is a reduction in the impact of invasive species
<b>Water</b>	
<b>Macro-environmental</b>	5. By 2015 there is an improvement in the condition of riverine ecosystems
	6. By 2015 there is an improvement in the ability of groundwater systems to support groundwater dependent ecosystems and designated beneficial uses
	7. By 2015 there is no decline in the condition of marine waters and ecosystems
<b>Specific priorities</b>	8. By 2015 there is an improvement in the condition of important wetlands, and the extent of those wetlands is maintained
	9. By 2015 there is an improvement in the condition of estuaries and coastal lake ecosystems
<b>Land</b>	
<b>Macro-environmental</b>	10. By 2015 there is an improvement in soil condition
<b>Specific priorities</b>	11. By 2015 there is an increase in the area of land that is managed within its capacity
<b>Community</b>	
<b>Macro-environmental</b>	12. Natural resource decisions contribute to improving or maintaining economic sustainability and social well being
<b>Specific priorities</b>	13. There is an increase in the capacity of natural resource managers to contribute to regionally relevant natural resource management

The seven state-wide macro-environmental targets – 1, 2, 5, 6, 7, 10 and 12 - shown in Table 2.2 focus on the fundamental elements of NSW's natural resource base:

- Biodiversity – in particular native vegetation extent and condition and the sustainability of key fauna populations;
- Water – in particular the condition of riverine, groundwater and marine ecosystems;
- Land – in particular soil condition;
- Community – including economic sustainability and social well-being.

These elements are fundamental to a solid natural resource base and are recognised as issues of significance at the state scale. Assessments of progress towards these in the Georges River Catchment should inform the state's and the catchment's macro-environmental policy settings.

As described by the NRC, the targets in Table 2.2 for these elements identify aspects of the catchment landscape that we need to maintain and improve. Careful management of these aspects should ensure that proper landscape functioning is restored and maintained, and that the natural resource base as well as economic sustainability and social well-being are maintained in the long-term. The complexity of landscape features and functions means that these targets are closely linked. Progress towards any one of these is likely to be mirrored by progress in others.

The remaining six state-wide specific priority targets – 3, 4, 8, 9, 11 and 13 – shown in Table 2.2 focus on a number of specific issues of importance in NSW. These targets support the achievement of macro-environmental targets and provide additional guidance to the GRCCC and other natural resource managers on aspects of where, how or why to focus NRM investment.

For the GRCCC these specific priority targets are important for NRM investment in the Georges River Catchment. They include a focus on the recovery of threatened species and ecological communities; reduction in the impact of invasive species; improvement in the condition of wetlands and of estuaries; increase in the area of land managed within its capacity; and community capacity. This last target is critical in achieving NRM outcomes. While the negative impacts of human activity in the Georges River Catchment have been widespread, there is also enormous potential for the catchment community to have significant, positive influence on natural resources. The advantages of the GRCCC adopting these specific priority targets are that they attract investment from the Commonwealth and NSW Governments, and because they focus on Georges River Catchment issues, they also have the support and resources of local Councils and other stakeholders to address them.

## **2.5 Links between the Strategic Future and M&I Plan studies**

The GRCCC recognised at the outset that the Strategic Future and M&I Plan studies are strongly linked. Evans & Peck has progressed both studies together to ensure they influence each other appropriately:

- The structure and programs of the GRCCC in relation to the nine member Councils, the SMCMA, State and Commonwealth governments and other organisations will both influence the content and direction(s) of the M&I Plan and are influenced by it;
- The size of the M&I Plan, and its programs, projects and actions both influence the organisational structure of the GRCCC and are influenced by the GRCCC structure.

## **2.6 Consultation**

The information for this report has been generated through:

- Workshops conducted on:
  - 27 September 2007 at Campbelltown City Council, for GRCCC Councillors;
  - 3 October 2007 at the Lakes Boat Shed, Chipping Norton;
  - 4 October 2007 at Rockdale City Council;
  - 11 October 2007 at the Georges River Environmental Education Centre, Chipping Norton.
- Data collected and analysed from these workshops.
- Submissions from individuals, and interviews.
- Discussions at the GRCCC Steering Committee and Council meetings on:
  - 10 August 2007 at Liverpool City Council;
  - 29 November 2007 at Fairfield City Council;
  - 12 December 2007 at Rockdale City Council;
  - 28 February 2008 at Kogarah Municipal Council;
  - 12 March at Liverpool City Council;
  - 27 March at Fairfield City Council.
- Extensive literature research and wide consultation with organisations to identify current and planned NRM projects in the Georges River Catchment.

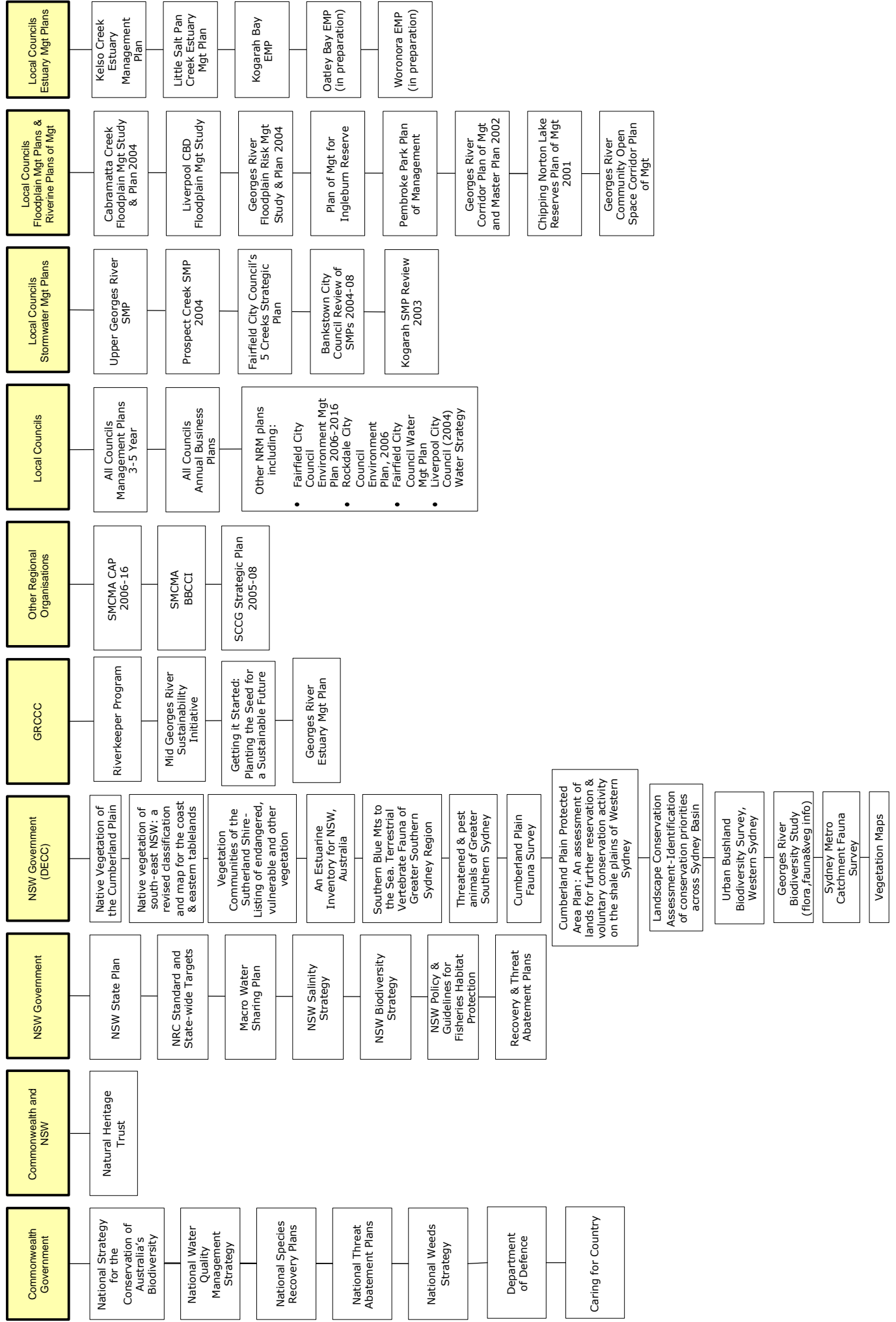
### **3 OVERVIEW OF NRM STRATEGIES AND PLANS FOR THE GEORGES RIVER CATCHMENT**

In developing the framework for the M&I Plan, Evans & Peck has given due consideration to a range of existing NRM strategies and plans at national, state, regional and local levels. The M&I Plan is informed by, and is a mechanism for implementing relevant elements of these strategies and plans at the Georges River Catchment regional level.

The overview of these NRM strategies and plans is illustrated in Figure 3.1 below and includes:

- National strategies and plans such as the National Strategy for the Conservation of Australia's Biodiversity, National Water Quality Management Strategy, National Species Recovery Plans, National Threat Abatement Plans, National Weeds Strategy and the new program Caring for Country;
- The Natural Heritage Trust, a joint Commonwealth and NSW governments' investment strategy;
- NSW Government strategies and plans including the NSW State Plan, NRC Standard and State-wide Targets, Macro Water Sharing Plan, NSW Salinity Strategy, NSW Biodiversity Strategy, NSW Policy and Guidelines for Fisheries Habitat Protection, Recovery and Threat Abatement Plans, vegetation maps, and a number of key fauna and flora data resources;
- NRM strategies and plans of other regional organisations including the SMCMA Catchment Action Plan and the Sydney Coastal Councils Group Strategy;
- GRCCC programs, including the GRCCC M&I Plan (this study); Riverkeeper Program; Mid Georges River Sustainability Initiative; Getting it started: Planting the Seed for a Sustainable Future; Community education initiatives and the proposed Georges River Estuary Management Program;
- Local Council 3-5 year Management Plans, annual Business Plans, environmental management plans, water management plans, stormwater management plans, floodplain management plans, plans of management for the riverine corridor, and estuary management plans;
- NRM projects by other organisations.

Figure 3 - 1 Natural Resources Management Strategies for the Georges River Catchment



## 4 MANAGEMENT & IMPLEMENTATION PLAN

### 4.1 Framework

Evans & Peck developed an M&I Plan framework in Phase 1 of this study in matrix form to present the enormous amount of information collected for the Georges River Catchment in a concise yet comprehensive format for the GRCCC. Following the GRCCC Steering Committee's feedback, the framework has been modified to focus the GRCCC on a smaller number of key targets and actions. The framework structure is shown in Appendix 1, and is described below.

The basis of the M&I Plan is the **GRCCC's 11 Programs** identified in the Strategic Future study which help group the projects and 74 actions into specialised clusters.

Within the Plan, GRCCC programs, projects and actions are categorised in the matrix under the **State-wide Themes and Targets** (column 1 in the matrix). As described in Section 2.4, the NSW Government has approved in the NSW State Plan 13 State-wide NRM targets, grouped under the four themes of Biodiversity, Water, Land and Community. A particular program or project may deliver outcomes against one State-wide Target, or many. For example:

- The GRCCC's Estuary Management Plan will deliver outcomes largely against the State-wide Target to improve the condition of estuaries and coastal lake ecosystems by 2015;
- The Riverkeeper Program will deliver outcomes and outputs against a number of Water and Community State-wide Targets in the Georges River Catchment.

For each target, the **issues** which are detrimental to the future health of the Georges River and its catchment are outlined in column 2 in the matrix.

The Strategic Future study identified a number of key **GRCCC programs** (column 3) which help group the large number of projects and actions into specialised clusters. These programs are recommended to be implemented by the GRCCC in a staged process as part of the transition from its current structure to the network structure. Programs recommended to be established immediately (highlighted in red) include:

- Riverkeeper Program;
- River Ecosystem Program (Mid Georges River Sustainability Initiative project);
- Sustainability Program;
- Estuarine Management Program;
- Finance & Administration Program.

Programs to be established in the short term during 2008 (highlighted in orange) include:

- Stormwater Management Program;

- Floodplain Management Program;
- Education & Media Communications Program;
- Stakeholders (a forum for including the GRCCC's stakeholders).

Programs to be established beyond 2008 in the medium term (highlighted in yellow) include:

- Biodiversity & Vegetation Program;
- River Ecosystem Program (Waterway Health Strategy, BBCCI, WSUD and other projects);
- Land Program.

Where **GRCCC projects** are already identified, they are listed and described in column 4 of the matrix. A program can have one or more projects.

Each program and project has one or more **actions** which are listed in column 5. In the Phase 1 report, actions were grouped into four categories, in decreasing order of involvement by the GRCCC:

- **Lead** - actions such as those to develop and implement the annual Riverkeeper Program for which the GRCCC has prime responsibility;
- **Partner** - actions such as many of those associated with the Botany Bay Coastal Catchment Initiative which the GRCCC, SMCMA, and local Councils implement jointly;
- **Support** - actions such as supporting the SMCMA Community Engagement Strategy by providing forums for sharing information about good NRM decision-making practice, which the SMCMA has responsibility for in its CAP;
- **Watching brief** – such as monitoring the actions of local Councils to reduce the impact of threatening processes by implementation of relevant management plans and agreements, which local Councils are responsible for under the SMCMA CAP.

As noted above, following the GRCCC Steering Committee's feedback, the framework has been modified to focus the GRCCC on a smaller number of key actions; the key 74 lead and partner actions are listed in the M&I Plan.

The organisation(s) having **responsibility** for each action is listed in column 6 of the matrix. This includes identifying the GRCCC program networks responsible.

The **funding and source(s) of funding** for each immediate program and project are listed in column 7. Program and project briefs will need to be developed for short term and medium term programs and projects.

The **timing of each action** is listed in column 8. This includes the year(s), and for many actions the month in which each action is required to be completed.

The **expected outputs and outcomes** are described in column 9 for each action. These will form the basis of monitoring, evaluation and reporting (MER) process to be developed by the GRCCC as one of its immediate actions.

## 4.2 Management & Implementation Plan

Evans & Peck has assembled the information for the various NRM programs, projects and actions for which the GRCCC has lead or partner responsibility into the M&I Plan framework in Appendix 1. The Plan is focussed on the catchment, and also clearly indicates the relationship of its actions to the State-wide Targets by showing their relationship to the catchment targets in each of the four themes of Biodiversity, Water, Land and Community.

The actions are defined to meet "SMART" criteria. They are Specific; Measurable; Achievable; Relevant, addressing current NRM issues for the Georges River Catchment; and Time bound.

The M&I Plan in Appendix 1 also provides the basis for monitoring, evaluation and reporting of those actions the GRCCC decides to adopt, as described in Section 5.6.

## 4.3 Prioritisation of programs

The M&I Plan categorises the 74 actions into 11 GRCCC Programs, with a hierarchy for implementation as described in Section 4.1 and shown in the Plan in Appendix 1.

The Evans & Peck report *Strategic Future for the Georges River Combined Councils' Committee: Phase 1 Review of Structure* highlighted from the consultation process the importance of funding and financial management. The first five GRCCC Programs (Riverkeeper, River Ecosystem [Mid Georges River Sustainability Initiative project], Sustainability, Estuarine Management, Finance and Administration), recommended to be established immediately, can be implemented at no additional cost to Councils, using the staff and financial resources currently available to the GRCCC.

The next four GRCCC Programs (Stormwater Management, Floodplain Management; Education & Media Communications, and Stakeholders), recommended to be established in the short term during 2008, can be implemented at no additional cost to member Councils, as they harness the staffing resources of Councils on existing stormwater management and other programs to provide a regional focus. Member Councils can forward plan for these programs in tandem with the GRCCC, delivering in-kind resources on their GRCCC/work team/project commitments.

The remaining GRCCC Programs (Biodiversity & Vegetation, River Ecosystem [Waterway Health Strategy, BBCCI, WSUD and other projects], and Land), recommended to be established beyond 2008 in the medium term, may require additional funding through new projects funded by the NSW and Commonwealth governments, the SMCMA and other NRM investors.

#### **4.4 Priorities within programs**

Project priorities should also be established within GRCCC Programs so that funds and other resources are allocated to the highest priority projects. For example, the Riverkeeper Program is evolving three levels of priorities:

- Priority 1 Emergency works in response to immediate needs;
- Priority 2 Planned works as part of an annual program;
- Priority 3 Maintenance works.

These works should be clearly identified in a project plan at the commencement of each financial year and approved by the GRCCC Council. Regular monitoring, evaluation and reporting will inform the GRCCC, government agencies, Councils and other Riverkeeper Program stakeholders of the progress against the project plan, and outputs and outcomes achieved.

Monitoring, evaluation and reporting against the project plan can also be used to identify what additional works can be delivered if additional resources are made available, or what lower-priority works will not be completed if, for example, more funds are required for emergency works.

## 5 PLAN IMPLEMENTATION

### 5.1 Timing

As described in Section 4, it is recommended that the M&I Plan be implemented in three stages, with Programs commencing immediately, during 2008, and beyond 2008. The direction and timing or pace of M&I Plan implementation should be set by the GRCCC Council. Timing of implementation will depend on the strategic direction set by the GRCCC Council working with member Councils, the workload taken up by the GRCCC Executive and the 11 programs/clusters, and the resources available to the GRCCC.

As programs, projects and actions are identified, approved and implemented, the M&I Plan should be updated with the dates of major milestones and of completion for each. The regularly updated M&I Plan, as well as providing a roadmap for GRCCC activities, also provides the basis for monitoring, evaluation and reporting to member Councils and other stakeholders as described in Section 5.6.

### 5.2 Project resources

The GRCCC Executive needs to consider a range of resources at its disposal to implement the M&I Plan, including funds, staff and in-kind.

Funding sources include:

- The funding provided by seven of the member Councils annually;
- Funding provided by DECC for projects such as the \$1.8 million *Mid Georges River Sustainability Initiative* project; the \$2 million *Getting it Started: Planting the Seed 4 a Sustainable Future* project; and other projects identified in the M&I Plan;
- Other potential NRM investors including the Commonwealth Government (Natural Heritage Trust and the new program Caring for Country); the NSW Government (DECC and DPI programs); the SMCMA; the other two member Councils; industry.

The range of staffing resources available to the GRCCC includes:

- Staff funded by NSW Maritime for the Riverkeeper Program;
- Staff funded by member Councils' funding of the GRCCC;
- Councils' technical staff working on joint GRCCC/Council projects;
- Staff funded as part of governments' and the CMA's investment in projects in the Georges River Catchment. These staff provide a source of additional resources for the duration of their projects, at no cost to member Councils.

In-kind resources available to the GRCCC include:

- Resources provided by the Department of Corrective Services for the Riverkeeper Program;

- Member Councils' hosting of the GRCCC, providing accommodation, administrative, legal and other support;
- Member Councils', DECC and community in-kind support for projects including the \$1.8 million *Mid Georges River Sustainability Initiative* project; the \$2 million *Getting it Started: Planting the Seed 4 a Sustainable Future* project; and other current projects identified in the M&I Plan in Appendix 1.

### **5.3 Project planning**

As noted in section 2.5 of the Strategic Future report, each project should be aligned with the goals and objectives of the member Councils represented on the GRCCC Council, and demonstrate specific and tangible benefits and outcomes for the member Councils. The GRCCC's project planning process should be linked to the annual planning processes of member Councils. The GRCCC will then be able to present those project proposals requiring member Councils' cash or in-kind support to Councils in time for their annual budgeting processes.

### **5.4 Influence**

As well as using funding, staff and in-kind resources to implement the M&I Plan, the Executive will need to look for opportunities to help influence better NRM outcomes for the Georges River Catchment, and in doing so achieve outputs and outcomes in the M&I Plan. This will include developing the GRCCC's reputation as a successful deliverer of NRM outcomes in the Georges River Catchment, to help better position the GRCCC with NSW and Commonwealth governments and with the SMCMA, and influencing the actions and resourcing of governments, the SMCMA, local Councils and community organisations such as Landcare.

### **5.5 Risk**

Failure to deliver one or more of these programs and projects will have a significant impact on the GRCCC's performance and public perception of its "value add" to the Georges River Catchment community. Evans & Peck has previously worked with the SMCMA, one of the GRCCC's stakeholders, to conduct risk assessment and management analyses for a number of critical projects within the SMCMA region, and which also fall within the Georges River Catchment, including the Botany Bay Coastal Catchment Initiative; Waterway Health Strategy; Monitoring, Evaluation and Reporting; Estuary Management Plan implementation; Wetlands.

The SMCMA noted that the risk management plans are specific to their organisation, and that they are targeted for completion in June 2008.

The process for conducting risk assessments and developing risk management plans for projects, to reduce the risk of their not being completed on time, within budget, and to the required quality, include:

Step 1 - Define the characteristics of an unsuccessful project;

Step 2 – Identification of risks;

Step 3 – Rate the consequence and likelihood of the risk occurring;

Step 4 – Rank the risks;

Step 5 – Develop and document the risk treatment and management plan;

Step 6 – Implement monitoring, evaluation and reporting of the risk management plan.

Evans & Peck is making available to the GRCCC the risk assessment and risk management plan templates. It is recommended that as each Program network/cluster is established, the program team apply these templates to their critical projects and actions, to analyse and evaluate the risks of not completing the projects successfully, and to develop risk management plans to reduce the risk of their not being completed on time, within budget or to the required quality.

SMCMA staff on the GRCCC program networks/clusters can assist. Evans & Peck is also available to work with the GRCCC to conduct risk assessment and management analyses for a number of critical projects.

## **5.6 Monitoring, evaluation and reporting (MER)**

The GRCCC M&I Plan should be updated and reported quarterly to the GRCCC Council and to member Councils, and reviewed annually and reported to the GRCCC Council, member Councils, Commonwealth and NSW governments, other NRM investors and the catchment community. The MER process will assess the GRCCC's and its programs/clusters' progress towards achieving its catchment targets, by evaluating achievement of the desired M&I Plan's outputs and outcomes against those targets.

The M&I Plan at Appendix 1 has been developed to form the basis of the MER process.

As each program/cluster is established, its members will need to define SMART performance indicators for major milestones and the completion of each project and action for which they are responsible. Once these are agreed to by the GRCCC Executive and endorsed by the GRCCC Council, the performance indicators will form the basis of the MER process.

The MER process should include:

- SMART performance indicators: Specific; Measurable; Achievable; Relevant; and Time bound;
- Performance indicators which help identify achievement of the M&I Plans' outputs and outcomes, not which generate information, such as *number of meetings held*, but do not show progress in implementing the M&I Plan;
- Performance indicators which help improve stakeholders' understanding of NRM issues in the Georges River Catchment, and the implication of actions designed to generate outputs and outcomes;

- The ability for the GRCCC to obtain information on the progress of actions from Councils and other NRM organisations at little cost, and to use that collated information to report on the progress being made on NRM outcomes for the Georges River Catchment;
- A plan with performance indicators and the ability to be completed quickly so that current information is presented to the GRCCC and others to enable rapid decision making;
- Information which can be used by many organisations; in the GRCCC's reports, member Councils' reports, the SMCMA's reports, NSW and Commonwealth governments' reports. Reporting needs to be timed to meet the reporting schedules of these organisations, as far as possible;
- Transparency, not only to GRCCC member Councils, but to other stakeholders who require NRM reporting from the GRCCC, including the SMCMA and the NRC.

The MER process will perform a number of functions:

- Allows the GRCCC Council and Executive to effectively and regularly monitor and assess the implementation of the M&I Plan;
- Provides an objective basis for the GRCCC to evaluate performance, and to consider additions and changes to the M&I Plan;
- Provides transparency to the work of the GRCCC, demonstrating to member Councils, governments, other NRM investors and the community that outputs and outcomes are being delivered to improve the health of the catchment.

## **5.7 Staff skills**

As the GRCCC develops and implements its programs and projects, the GRCCC Executive should maintain a watching brief on the skills sets of its staff and identify early those skills areas required by staff to achieve satisfying, timely and cost effective delivery of programs and projects. Based on Evans & Peck's experience working with other NRM organisations, this could include skills development in areas such as the following:

- Use of project management tools;
- Implementation of risk assessment and management;
- Strategic allocation of effort and focus;
- Efficient program reporting;
- Team communications.

Interviews with individual staff can be a helpful strategy for identifying skills gaps, and also provide an opportunity for identification of personal career development aspirations as well as individual strengths and weaknesses. Individual weaknesses need to be accepted and accommodated through careful allocation of responsibilities and duties.

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## **Appendix 1      Management and Implementation Plan Actions**

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## Management and Implementation Plan Actions

1 Statewide Theme and Target	2 Issues detrimental to future health of Georges River and catchment	3 GRCCC Program	4 GRCCC Project	5 Action	7 Funding (\$) and funding source(s)	8 Timing of action	9 Outputs and outcomes
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Immediate actions
Short term actions
Medium term actions

### BIODIVERSITY

#### BIODIVERSITY & VEGETATION PROGRAM

**By 2015 there is an increase in native vegetation extent and an improvement in native vegetation condition**  
**Bushcare**

Clearing of native vegetation;  
 continued urban development;  
 creation of subdivisions leads to further fragmentation of remnant bushland; changes in natural water balances leading to vegetation modification and habitat degradation; increases in nutrient levels leading to aquatic and terrestrial vegetation modification

Partner with local Councils to build community participation in local Bushcare

2010

Improvement in terrestrial native vegetation condition and extent

**By 2015 there is an increase in the number of sustainable populations of a range of native fauna species**

**By 2015 there is an increase in the recovery of threatened species, populations and ecological communities**  
**Bushcare**

Many EECs under pressure from development; increase in key threatening processes; increase in habitat loss

Lead. GRCCC reduces the impact of threatening processes by implementation of relevant management plans and agreements

2016

All SMCMA relevant Priority Action Statements implemented under the SMCMA's CAP Management target MTB4.1

**By 2015 there is a reduction in the impact of invasive species**  
**Bushcare**

Extensive residential development contributes weed invasion, nutrient and stormwater discharge; illegal harvesting of intertidal invertebrates

Partner with SMCMA and local Councils to contribute resources and engage bush regeneration and dune care groups to rehabilitate all vegetation in dune areas on public land to reduce weed cover by 20% from the June 2007 baseline

2016

Rehabilitation of all vegetation in dune areas on public land to reduce weed cover by 20% from the June 2007 baseline

## Management and Implementation Plan Actions

1 Statewide Theme and Target	2 Issues detrimental to future health of Georges River and catchment	3 GRCCC Program	4 GRCCC Project	5 Action	6 Responsible organisation	7 Funding (\$) and funding source(s)	8 Timing of action	9 Outputs and outcomes
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### WATER

By 2015 there is an improvement in the condition of riverine ecosystems

#### RIVERKEEPER PROGRAM

Poor water quality; litter; dumping of rubbish into waterways

##### Riverkeeper

GRCCC develops and implements the annual Riverkeeper Program in partnership with local Councils, NSW Maritime, Department of Corrective Services and other stakeholders

\$150,000 (NSW Maritime, 7 local Councils)

Lead the annual planning and development of the Riverkeeper Program	GRCCC Riverkeeper Program Network	2008, ongoing	Improvement in health of GR catchment waterways
Lead the collection of data and information on the GR and waterways	GRCCC Riverkeeper Program Network	2008, ongoing	Improvement in health of GR catchment waterways
Lead: water patrols and inspections of vessels to ensure compliance with licensing requirements, pollution, etc	GRCCC Riverkeeper Program Network	2008, ongoing	Improvement in health of GR catchment waterways
Lead: develop and coordinate community based programs contributing to rehabilitation of degraded areas	GRCCC Riverkeeper Program Network	2008, ongoing	Improvement in health of GR catchment waterways
Lead the management of on-ground works, including those utilising periodic detainees	GRCCC Riverkeeper Program Network	2008, ongoing	Improvement in health of GR catchment waterways
Lead: produce monthly and annual reports on the outputs of the Riverkeeper Program	GRCCC Riverkeeper Program Network	2008, ongoing	Improvement in health of GR catchment waterways

#### RIVER ECOSYSTEMS PROGRAM

Yeramba Lagoon receives polluted stormwater runoff and sewer overflows; weed invasion and poor water quality. Mill Ck has illegal land use issues; sedimentation and destruction of salt marsh habitat

##### Mid Georges River Sustainability Initiative

GRCCC leads the alliance of Councils to improve urban water management with particular focus on stormwater and urban runoff to achieve sustainable water quality and conservation outcomes; to improve and protect urban bushland and creeks, urban wildlife and habitats of rare and endangered flora and fauna; to improve the sustainability performance of local Councils, small businesses and community organisations and householders in urban areas

\$1,847,680 (NSW Environmental Trust, Bankstown and Sutherland Councils, GRCCC, DECC, Bushcare groups)

Lead the recruitment of project staff and set up office space	GRCCC River Ecosystems Program Network	2007 Dec	
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## Management and Implementation Plan Actions

1 Statewide Theme and Target	2 Issues detrimental to future health of Georges River and catchment	3 GRCCC Program	4 GRCCC Project	5 Action	6 Responsible organisation	7 Funding (\$) and funding source(s)	8 Timing of action	9 Outputs and outcomes
				Lead local Councils, state agencies, SMCMA and community groups to establish good partnerships and governance	GRCCC River Ecosystems Program Network		2008 Apr	Reduced erosion - soil stabilisation; Improved water quality in Mill Ck and Yeramba Lagoon; Decreased area of aquatic weeds; Decline in litter, illegal rubbish dumping, car bodies, etc; Improved urban stormwater management, minimising stress on
				Lead the identification of strategic frameworks and data collection	GRCCC River Ecosystems Program Network		2008	
				Lead: hold first bi-annual stakeholder forum re 2 sites at Mills Ck and Yeramba Lagoon	GRCCC River Ecosystems Program Network		2008 Jun	Improved air quality; Land strategies developed that meet the community's expectations and are not at the expense of the natural environment; Foreshore recreational connectivity between State Government and local Council foreshore reserves making them more accessible; Hierarchical improvement in knowledge of environmental issues, from Councillors to community; Management responsibility of the Georges River shared on a regional basis
				Lead concept development; planning and analysis. Determine: "What does a healthy Georges River look like? How is it achieved?"	GRCCC River Ecosystems Program Network		2008 Sep	
				Lead: restrict access to former Defence Land by 4WD and trail bikes	GRCCC River Ecosystems Program Network		2008 Jul	4WD/trail bikers educated and engaged to change the way the area is used by them; Informal/illegal tracks and access closed and tracks for continued public use formalised, protecting environmental and recreational amenity; 4WD damage Regional education and increased knowledge and participation of local communities. New bushcare/ community groups established; Areas of Aboriginal cultural significance and of heritage value protected; Issues prioritised to address across governance and resources concentrated into identified high priority issues; Increased housing prices and value due to improved environmental amenity; Need for continual remediation avoided; Creation/ enhancement of the area as a carbon sink; Revenue raised through fines reallocated to environmental improvement
				Lead: develop GRCCC website	GRCCC River Ecosystems Program Network		2009 Jan	WSUD principles adopted, minimising costs incurred from water consumption and use in the long term;
				Lead: initiate Councillor/Council staff education sessions on WSUD, foreshore planning, env legislation, etc	GRCCC River Ecosystems Program Network		2009 Oct	



## Management and Implementation Plan Actions

1 Statewide Theme and Target	2 Issues detrimental to future health of Georges River and catchment	3 GRCCC Program	4 GRCCC Project	5 Action	6 Responsible organisation	7 Funding (\$) and funding source(s)	8 Timing of action	9 Outputs and outcomes
				Partner with SMCMA and local Councils to institute education program on waterway management	GRCCC River Ecosystems Program Network, SMCMA, Councils		2016	Improvement in health of GR catchment waterways, and a xx% reduction in the weight of litter collected from gross pollutant traps
			<b>Botany Bay Coastal Catchment Initiative (BCCCI)</b> GRCCC supports the development and implementation of a water quality implementation plan for Botany Bay and its catchment	Partner with SMCMA and local Councils to identify opportunities and barriers to the adoption of water sensitive urban design in the catchment Partner with SMCMA and local Councils to develop a water sensitive urban design adoption strategy; support Councils include WSUD in their planning processes Partner with SMCMA and local Councils to seek Commonwealth funding for Phase 2 of the BCCCI	GRCCC River Ecosystems Program Network, SMCMA, Councils GRCCC River Ecosystems Program Network, SMCMA, Councils GRCCC River Ecosystems Program Network, SMCMA, Councils		2007 2008 2008	Long term protection of the surface waters of Botany Bay, its estuaries and its catchments Long term protection of the surface waters of Botany Bay, its estuaries and its catchments Long term protection of the surface waters of Botany Bay, its estuaries and its catchments
				Partner with SMCMA and local Councils to draft water quality objectives and load targets needed to protect the draft environmental objectives Partner with SMCMA and local Councils to develop management options to meet the water quality objectives and load targets; assess cost and effectiveness of options; select options Partner with local Councils to seek funding for and implement waterway and Council Stormwater Management Plans	GRCCC River Ecosystems Program Network, SMCMA, Councils GRCCC River Ecosystems Program Network, SMCMA, Councils GRCCC River Ecosystems Program Network, SMCMA, Councils		2009 2009	Long term protection of the surface waters of Botany Bay, its estuaries and its catchments Long term protection of the surface waters of Botany Bay, its estuaries and its catchments
				Partner with local Councils to seek funding for and implement waterway and Council Stormwater Management Plans	GRCCC River Ecosystems Program Network, SMCMA, Councils		2010	Long term protection of the surface waters of Botany Bay, its estuaries and its catchments
			<b>Water sensitive urban design (WSUD)</b> GRCCC supports inclusion of WSUD principles in local Councils' planning instruments	Partner with local Councils to seek funding for and implement Council Stormwater Management Plans	GRCCC River Ecosystems Program Network, SMCMA, Councils		2016	WSUD practices adopted and applied by local Councils



## Management and Implementation Plan Actions

1 Statewide Theme and Target	2 Issues detrimental to future health of Georges River and catchment	3 GRCCC Program	4 GRCCC Project	5 Action	6 Responsible organisation	7 Funding (\$) and funding source(s)	8 Timing of action	9 Outputs and outcomes
				Partner with local Councils to seek funding for and implement waterway and Council Stormwater Management Plans	GRCCC Stormwater Management Program Network, Councils		2012	Priority stormwater outfalls identified and managed appropriately; improvement in health of GR catchment waterways
				Partner with SMCMA to assess the status of Floodplain Risk Management Plans with the nine local Councils	GRCCC Floodplain Management Program Network, SMCMA, Councils		2008	Floodplain Risk Management Plans and policies adopted by nine local Councils, reducing flood risk to people and property caused by new development and redevelopment on flood liable land
				Partner with SMCMA to assist local Councils incorporate best practice flood mitigation strategies and technologies	GRCCC Floodplain Management Program Network, SMCMA, Councils		2008	Floodplain Risk Management Plans and policies adopted by nine local Councils, reducing flood risk to people and property caused by new development and redevelopment on flood liable land
				Partner with member Councils to increase community flood awareness and understanding of related catchment issues	GRCCC Floodplain Management Program Network, Councils		2008, ongoing	Reduced flood risk to people and property; reduced flood impact on waterways, riparian corridors and the natural catchment
				Partner with local Councils to review and implement educational strategies to increase community awareness and understanding of catchment issues and actions especially in relation to pollution prevention and protection/enhancement of biodiversity, targeting recreational areas.	GRCCC Floodplain Management Program Network, Councils		2008, ongoing	Improved community awareness of environmental issues

### FLOODPLAIN MANAGEMENT PROGRAM

**Floodplain management**  
GRCCC partners with SMCMA to assess the existing status of Floodplain Risk Management Plans with the nine local Councils; and supports Councils with implementation of floodplain risk management studies and plans

### Georges River Corridor Plans of Management

GRCCC supports local Councils implementation of plans of management for the Georges River Corridor and Chipping Norton Lakes

**By 2015 there is an improvement in the ability of aroundwater systems to support aroundwater dependent ecosystems and designated beneficial uses**

**By 2015 there is no decline in the condition of marine waters and ecosystems**

**By 2015 there is an improvement in the condition of important wetlands, and the extent of those wetlands is maintained**

## Management and Implementation Plan Actions

1 Statewide Theme and Target	2 Issues detrimental to future health of Georges River and catchment	3 GRCCC Program	4 GRCCC Project	5 Action	6 Responsible organisation	7 Funding (\$) and funding source(s)	8 Timing of action	9 Outputs and outcomes
<p><b>By 2015 there is an improvement in the condition of estuaries and coastal lake ecosystems</b></p>								
<p><b>ESTUARINE MANAGEMENT PROGRAM</b></p>								
GRCCC	Limited coordinated aquatic pest management; feral pests; boating destroys seagrass and other vegetation communities; effluent and stormwater pollution; reduction in mangrove communities; potential for acid sulfate soils; increase in frequency and severity of algal blooms		<p><b>Georges River Estuary Management Plan</b></p> <p>GRCCC leads the development and implementation of the Georges River Estuary Management Plan</p>	Lead the development of the Georges River Estuary Management Plan	GRCCC Estuarine Management Program Network	\$25,000 (DECC)	2008 Nov	Improved health of Georges River estuary, including water quality, riparian vegetation, threatened species, aquatic
			<p><b>Community marine pest awareness</b></p> <p>GRCCC partners with the SMCMA and local Councils to increase the capacity of the community to identify and report on current and emergent marine pests</p>	Partner with the SMCMA and local Councils to incorporate pest management into local Council strategies; to engage community groups to raise community awareness about marine pests; and to encourage input by the community to pest containment programs	GRCCC Estuarine Management Program Network, SMCMA, Councils		2012	The capacity of the community to identify and report on current and emergent marine pests is increased
<p><b>LAND PROGRAM</b></p>								
	<p><b>By 2015 there is an improvement in soil condition</b></p> <p>Urban activities adversely impact on salinity; limited understanding of salinity processes; development into areas of acid sulfate soils</p>		<p><b>Soils</b></p> <p>GRCCC supports the development and implementation of appropriate salinity and acid sulphate soil management controls</p>	Partner with SMCMA to increase the awareness about the risk of salinity and develop best practice guidelines	GRCCC Land Program Network, SMCMA		2011	Sub-regional strategies and LEPs include appropriate salinity and acid sulphate soil management controls

## Management and Implementation Plan Actions

1 Statewide Theme and Target	2 Issues detrimental to future health of Georges River and catchment	3 GRCCC Program	4 GRCCC Project	5 Action	6 Responsible organisation	7 Funding (\$) and funding source(s)	8 Timing of action	9 Outputs and outcomes
<p><b>By 2015 there is an increase in the area of land that is managed within its capacity</b></p> <p>Best Management Practices not enforced; urban activities adversely impact on salinity; limited understanding of salinity processes; development into areas of acid sulfate soils; development of contaminated land; pressure to develop unsewered land; cumulative loss of Aboriginal archaeological sites</p>								
<p><b>Land management</b></p> <p>GRCCC partners with SMCMA and Councils to minimise sediment load inputs to urban bushland and waterways through best practice erosion and sediment control strategies; to ensure that land management practices that minimise the occurrence of salinity and acid sulfate soils and mitigate their impacts have been adopted; to support the development and implementation of greywater reuse strategies; and to prioritise areas of regional cultural significance to provide for land use planning</p>								
				Lead. GRCCC NRM activities have a positive impact on soil erosion	GRCCC Land Program Network		2016	Sediment load inputs to urban bushland and waterways minimised through best practice erosion and sediment control strategies
				Partner with SMCMA and local Councils to educate Councils and authorities that manage bushfire prone land to limit sediment erosion risk	GRCCC Land Program Network, SMCMA, Councils		2016	Sediment load inputs to urban bushland and waterways minimised through best practice erosion and sediment control strategies
				Partner with SMCMA and local Councils to seek funds for on-ground works - boardwalks and improvement of trails	GRCCC Land Program Network, SMCMA, Councils		2016	Sediment load inputs to urban bushland and waterways minimised through best practice erosion and sediment control strategies
				Partner with SMCMA to promote local Council road sweeping to collect accumulated sediment in road gutters and drainage pits	GRCCC Land Program Network, SMCMA, Councils		2016	Sediment load inputs to urban bushland and waterways minimised through best practice erosion and sediment control strategies
				Lead. GRCCC NRM activities have a positive or nil impact on salinity	GRCCC Land Program Network		2016	Adoption of practices and technologies in the planning process and in industry which reduce the impacts of increasing salinity levels to buildings and the productivity of land
				Partner with SMCMA and local Councils to increase awareness about the risk of salinity and develop best practice guidelines and protocols	GRCCC Land Program Network, SMCMA, Councils		2016	Adoption of practices and technologies in the planning process and in industry which reduce the impacts of increasing salinity levels to buildings and the productivity of land
				Partner with SMCMA and local Councils to promote increased native vegetation cover in appropriate areas, WSUD, and more efficient water use	GRCCC Land Program Network, SMCMA, Councils		2016	Adoption of practices and technologies in the planning process and in industry which reduce the impacts of increasing salinity levels to buildings and the productivity of land
				Lead. GRCCC NRM activities have a positive or nil impact on acid sulphate soils	GRCCC Land Program Network		2016	Adoption of practices and technologies in the planning process and in industry which reduce the impacts of disturbed acid sulphate soils to estuarine water quality and ecosystems, buildings and other infrastructure

## Management and Implementation Plan Actions

1 Statewide Theme and Target	2 Issues detrimental to future health of Georges River and catchment	3 GRCCC Program	4 GRCCC Project	5 Action	6 Responsible organisation	7 Funding (\$) and funding source(s)	8 Timing of action	9 Outputs and outcomes
				Partner with SMCMA to educate the community on the appropriate reuse of greywater	GRCCC Land Program Network, SMCMA		2016	Community reuse of greywater without impacting the quality of soil and waterways
				Partner with SMCMA to develop a project to assist GR catchment Councils pilot the DoP methodology	GRCCC Land Program Network, SMCMA, DoP		2012	Sydney's highly urbanised areas will also contain sites of significant ecological or cultural significance

### COMMUNITY

Natural resource decisions contribute to improving or maintaining economic sustainability and social well being

### SUSTAINABILITY PROGRAM

Lack of coordination in long term NRM of Upper Georges River; uninformed community indifferent to environmental degradation; development pressures within an environmentally sensitive and biologically diverse catchment

#### Getting it Started: Planting the Seed 4 a Sustainable Future

GRCCC partners with Campbelltown and Liverpool Councils to achieve a coordinated approach to the management of the Upper Georges River Catchment through a greater understanding of the issues impacting on the catchment; the development and implementation of sustainable management actions to address these issues; stakeholder engagement; ESD focused governance and management changes; and clearly defined roles and responsibilities

\$2 million (NSW Environmental Trust, Campbelltown and Liverpool Councils, GRCCC)

Partner with the two Councils and other stakeholders to develop a Strategic Environmental Management Plan (SEMP) for the Upper Georges River (UGR) Catchment. The SEMP will include a Communication and Marketing Strategy; an UGR Catchment Education Strategy; new catchment management governance approach; new environmental and compliance programs for the UGR Catchment; a triple bottom line monitoring and reporting strategy; identified on-ground works; Funding and Financial Planning Strategy

GRCCC Sustainability Program Network, Campbelltown, Liverpool City Councils

2008 Jun

Management of the UGR through a sustainable, coordinated and integrated approach; Behavioural change facilitated through promotion of community ownership; Councils' increased capacity to monitor progress towards sustainability and to undertake projects to help achieve a sustainable environment; Common vision for the UGR; Improved health of the UGR and associated urban waterways; Synergies with other projects and value add to existing projects; Ongoing works and new sustainable environmental initiatives

Partner with the two Councils to develop a web-based management tool

GRCCC Sustainability Program Network, Campbelltown, Liverpool City Councils

2009 Dec

## Management and Implementation Plan Actions

1 Statewide Theme and Target	2 Issues detrimental to future health of Georges River and catchment	3 GRCCC Program	4 GRCCC Project	5 Action	6 Responsible organisation	7 Funding (\$) and funding source(s)	8 Timing of action	9 Outputs and outcomes
				Partner with the two Councils to integrate governance and financial planning options/ strategies to maintain the project beyond Environmental Trust funding	GRCCC Sustainability Program Network, Campbelltown, Liverpool City Councils		2009 Aug	
				Lead. Develop a GRCCC website	GRCCC Education & Media Communication Program Network		2008	Informed Councils, community government agencies and other stakeholders
				Partner and support the SMCMA Community Engagement Strategy and Environmental Education Plan	GRCCC Education & Media Communication Program Network, SMCMA		2006-09	By 2016, local NRM education and awareness-raising programs have been developed for the GR catchment
				Partner with SMCMA and nine councils to develop Communications & Partnerships Strategy	GRCCC Education & Media Communication Program Network, SMCMA, Councils		2008	Communications & Partnerships Strategy
				Partner capacity building events with SMCMA and nine local councils	GRCCC Education & Media Communication Program Network, SMCMA, Councils		Ongoing, to 2016	Community groups with capacity to engage in NRM on-ground and planning processes
				Lead. GRCCC includes education and training needs in all GRCCC projects	GRCCC Education & Media Communication Program Network		Ongoing, to 2016	Councils and communities have access to best available knowledge and information to help deliver improved NRM outcomes
				Lead. GRCCC implements the principles of NSW policy "Two Ways Together" and other guidelines for Aboriginal engagement	GRCCC Education & Media Communication Program Network		Ongoing, to 2016	Increase and willingness and capacity of Aboriginal communities to engage in NRM, and greater incorporation of Aboriginal beliefs, customs, knowledge and cultural approaches into NRM
				Lead. GRCCC includes Aboriginal cultural heritage values and needs of Aboriginal people into all its project planning and implementation	GRCCC Education & Media Communication Program Network		Ongoing, to 2016	Increase and willingness and capacity of Aboriginal communities to engage in NRM, and greater incorporation of Aboriginal beliefs, customs, knowledge and cultural approaches into NRM

### EDUCATION & MEDIA COMMUNICATION PROGRAM

**Community engagement**  
GRCCC supports SMCMA's Community Engagement/ Capacity Building Program; assists SMCMA to identify NRM education and training needs for councils, community and Aboriginal community; and champions Aboriginal cultural awareness and community engagement;

Increasing population with low local NRM knowledge; competing calls on community's time; increasing need for capacity building; local Councils have less ability to fund

## Management and Implementation Plan Actions

1 Statewide Theme and Target	2 Issues detrimental to future health of Georges River and catchment	3 GRCCC Program	4 GRCCC Project	5 Action	6 Responsible organisation	7 Funding (\$) and funding source(s)	8 Timing of action	9 Outputs and outcomes
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**There is an increase in the capacity of natural resource managers to contribute to regionally relevant natural resource management**

### FINANCE & ADMINISTRATION PROGRAM

Community confusion about NRM roles of government agencies, local Councils; absence of most long term NRM MER

#### Management & Implementation Plan

#### Monitoring, Evaluation & Reporting

GRCCC input into the design of a detailed catchment-wide MER framework

Lead. Develop an action plan for the GR catchment.	GRCCC Finance & Administration Program Network	\$30,000 (SMCMA)	2007/08	GR Management & Implementation Plan aligned with the SMCMA CAP
Partner with SMCMA to develop a detailed catchment-wide MER framework plan	GRCCC Finance & Administration Program Network, SMCMA, DECC, DoLG		2009	Consistency between methods of reporting and collection of NRM data sets by NSW state agencies and local councils
Partner with SMCMA to develop protocols for the collection of information on NRM activities	GRCCC Finance & Administration Program Network, SMCMA, DECC, DoLG		2009	Consistent protocols for collecting NRM data at all levels of government, to be used in regional SoE reporting and monitoring of GRCCC targets
Partner with SMCMA to develop a catchment based data and reporting system for NRM activities	GRCCC Finance & Administration Program Network, SMCMA		2009	An information archive to support consistency in NRM reporting

### STAKEHOLDERS

#### Stakeholder forum

Lead a forum for including the GRCCC's stakeholders	GRCCC Stakeholder Network	2008, ongoing	Stakeholders included in GRCCC network structure, contributing effectively to improved NRM outcomes for the Georges River Catchment
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