



WESTERN PORT  
**BIOSPHERE**

*Growing connections  
for sustainability*

# Mornington Peninsula & Western Port Biosphere Reserve

## Business Plan 2016-2017

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# 1. Message from the Chair/EO

At the 2014 AGM members voted overwhelmingly in favour of a recommendation to change the Board from a representative base to a predominately skills based structure. After an independent selection and recommendation process, members endorsed the appointment of the new Board members at the 2015 AGM. In welcoming new members, we also took the opportunity to thank the previous members who had been welcoming of our new Chair and enthusiastic, knowledgeable supporters of the Biosphere, its aims and its objectives.

The new Board members and staff are working enthusiastically to implement change that will build the foundations on which a sustainable organisation can prosper. To this end the board has, reviewed governance processes, revised the Western Port Biosphere Strategy and developed this Business Plan. These initiatives demonstrate our endeavour to ensure that the objectives of the Man and Biosphere (MAB)<sup>1</sup> Program and the expectations of our key stakeholders are able to be attained and that the Foundation is sustainable into the future.

This Plan has been compiled with input of members of the board and staff of the Foundation.

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<sup>1</sup> MAB combines the natural and social sciences, economics and education to improve human livelihoods and the equitable sharing of benefits, and to safeguard natural and managed ecosystems, thus promoting innovative approaches to economic development that are socially and culturally appropriate, and environmentally sustainable.

## 2. About the Western Port Biosphere Reserve

The not-for-profit Mornington Peninsula and Western Port Biosphere Reserve Foundation Ltd, which trades as the Western Port Biosphere Reserve, was established in 2003. It was designated by the United Nations Educational, Scientific and Cultural Organization (UNESCO) under its Man and Biosphere (MaB) Program in 2002. This followed a nomination process supported by the Federal and Victorian governments, the cities of Casey and Frankston, the Bass Coast, Cardinia and Mornington Peninsula Shire Councils, and members of the local community.

The Western Port Biosphere Reserve is one of fourteen reserves in Australia and one of 669 reserves in 120 countries worldwide<sup>2</sup>. Its current boundaries are shown in Map 1 on page 6.

Throughout this document, the term 'Biosphere Reserve' refers to the area or region while the term 'Biosphere Foundation' refers to the Board members and staff.

### Our role

The Foundation works with its community, partners and stakeholders to create a sustainable future for the region - environmentally, socially, and economically. In line with its Constitution, the Biosphere Foundation achieves this through research, education, community engagement and on-ground conservation efforts.

### Vision

Harmony in the interactions between people, and the ecosystems, that support them within the Biosphere.

The Western Port Biosphere Reserve is a place where people attain an enduring relationship with the natural world and contribute to the needs of society as a whole by showing the way to a more socially, environmentally and economically sustainable future.

### Mission Statement

The Foundation provides leadership on innovative approaches to sustainable development and conservation and collaborates with partners, stakeholders and the Biosphere community to transform the future for the benefit of people and the environment.

### Functions

The Foundation will, as required by the MAB Program, fulfil the complementary and mutually reinforcing functions outlined in our Charter, and The Lima Strategy and Action Areas 2016 -2025

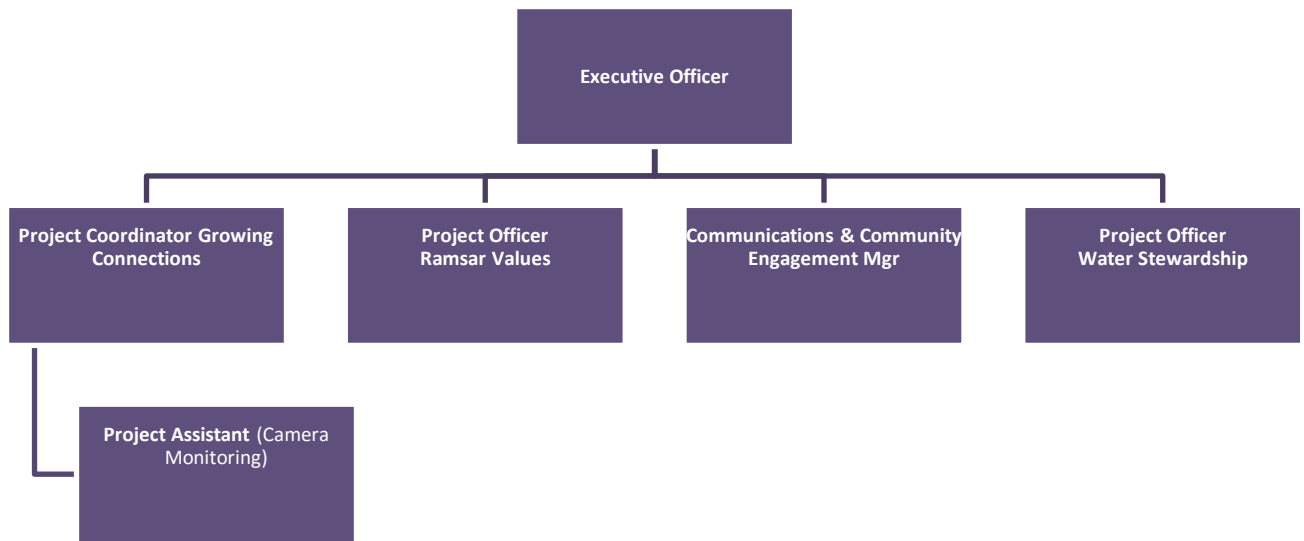
- a) The World Network of Biosphere Reserves comprised of effectively functioning models for sustainable development
- b) Inclusive, dynamic and results-oriented collaboration and networking within the MAB Programme and the World Network of Biosphere Reserves
- c) Effective external partnerships and sufficient and sustainable funding for the MAB Programme and the World Network of Biosphere Reserves
- d) Comprehensive, modern, open and transparent communication, information and data sharing
- e) Effective governance of and within the MAB Programme and the World Network of Biosphere Reserves

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<sup>2</sup> As at March 2016, following the 4<sup>th</sup> World Congress in Lima, Peru.

## Western Port Biosphere Foundation Staff

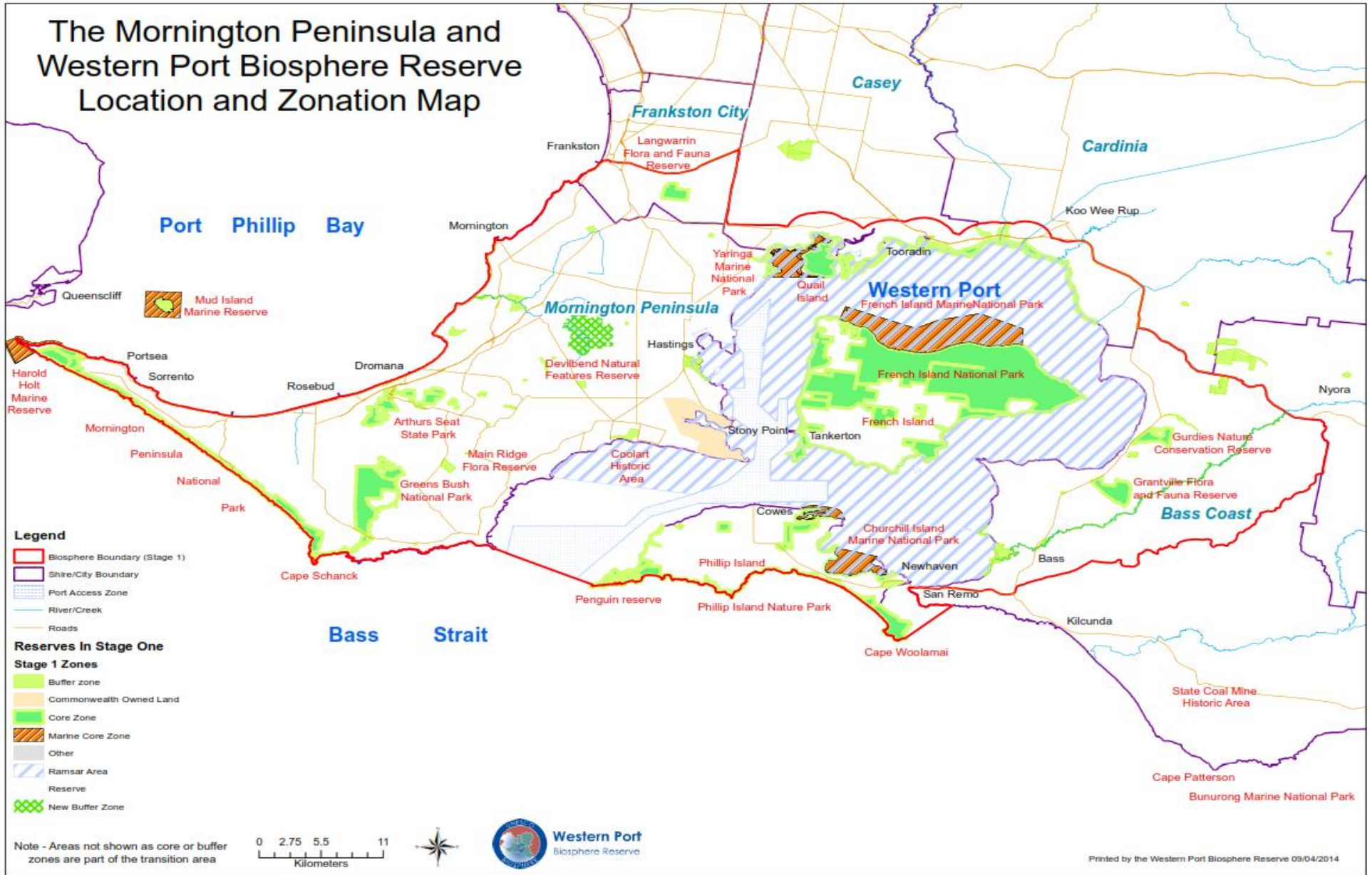
The Foundation employs five part-time and one full-time staff member funded through both core and specific project funding sources according to the organisational chart and table below. The Executive Officer reports to the Chair of the Board.



Staff member/Contractor	FTE	Fund Source	Comment
Executive Officer	0.6	Core	Mondays, Wednesdays and Thursdays
Project co-ordinator	1.0	Project	Full time
Project Officer 1	0.4	Project	Wednesdays and Thursdays. Project funding.
Communication & Community Engagement	0.4	Core & Project	Tuesdays and Thursdays. Partially paid from project funding.
Project Officer 2	0.3	Project	Ranges from 1-2 days per week. Contractor in line with Project funding.
Project Assistant	0.4	Project	Variable extra days as required. In line with project funding.

In addition to employed staff, work on some projects is carried out by volunteers and/or board members.

# The Mornington Peninsula and Western Port Biosphere Reserve Location and Zonation Map



### 3. Western Port Biosphere Reserve Board

The Constitution of the Foundation provides for a board with a minimum of 5 and maximum of ten members headed by Chair – Duncan Malcolm. Following the independent Board Review undertaken in 2014, a new skills-based Board was ratified at the October 2015 Annual General Meeting. The current Board members are as follows:

<b>Chair</b>	Duncan Malcolm
<b>Secretary</b>	David Young
<b>Treasurer</b>	Jo McCoy
<b>Councils' Representative</b>	
Member	Rod Anderson
Member	Neil Rankine

There is one vacancy on the Board, which, under the Constitution, is reserved for an Indigenous representative. The Board is actively working to fill this vacancy.

#### Board Sub-committees

In February 2016, the incoming Board commenced a comprehensive review of the governance of the Foundation to ensure it could operate at optimum capacity and efficiency. The Board believes that good governance offers a number of important benefits to the Foundation including:

- better organisational strategies and plans
- operational effectiveness, accountabilities and control systems
- improved member and stakeholder engagement and communication flow, and
- increased likelihood for the Foundation to deliver on its purpose.

As a result of the review, the Board agreed that a number of sub-committees should be established to complement those that were already in existence. These sub-committees are in addition to the Board Executive which is made up of the Chair, Deputy Chair, Secretary and Treasurer. The terms of reference for all sub-committees were also examined.

- ❖ Governance Committee
- ❖ Projects Committee
- ❖ Fundraising and Stakeholder Engagement Committee
- ❖ Council Liaison Committee
- ❖ Science and Education Committee

## 4. Strategic Direction

### Strategic Plan

The Western Port Biosphere Reserve's Strategic Plan was reviewed and refreshed by the incoming Board in early 2016 with these challenges in mind. Four new goals and associated priorities were developed which reflect the medium to long term objectives for the Foundation. These goals remain consistent with those articulated in the Constitution and Charter which reflect the *Man and the Biosphere* objectives to:

- Conserve and improve biological diversity
- Build and share knowledge by facilitating, monitoring and utilizing research
- Foster, encourage and facilitate project partnerships, and
- Engage with, and provide education for all elements of the Biosphere community.

### Strategic Goals

#### **Goal 1 *Foster conservation at the interface between ecosystems and human activity***

##### **Priority**

Enhance and diversify the Biosphere Foundation's networks and partnerships which support our understanding of the role of the Biosphere, including:

- expanding the Water Stewardship project
- developing the next stage of the Growing Connections project
- participating in the Ramsar Values project
- increasing investment in the natural and social sciences to improve our knowledge about the region

#### **Goal 2 *Promote social and economic development in harmony with the Biosphere***

##### **Priority**

Encourage and promote opportunities including:

- achieving an improved public profile, strengthened reputation and awareness for our Biosphere Foundation including education, training, marketing and brand
- understanding the social and economic challenges for our communities to live sustainably in our Biosphere
- nurturing the development and support of Biosphere "champions"
- understanding the vulnerabilities of our Biosphere resources such as - water, food and energy
- engaging the community through participating in social and cultural events.



### **Goal 3 *Cultivate alliances to advance informed sustainable decisions***

#### **Priority**

Grow collaborative working relationships to enable and enhance the Biosphere's capacity to achieve its vision and

- seek opportunities that enable the Biosphere Foundation to lead and discussion and influence policy direction concerning the region
- enhance our data and analytics capability to enable informed discussion and contribute to strategic decision making
- expand our existing relationships that enable Biosphere Foundation's capacity to advance and deliver projects
- leverage opportunities to benchmark existing and planned environmental, ecological and energy efficiency projects
- expand our membership base

### **Goal 4 *Strengthen our organisation to optimise our performance***

#### **Priority**

Securing the organisational wellbeing of the Biosphere Foundation

- identifying potential key corporate and philanthropic partners to enhance our financial viability and extend our asset base
- developing a Biosphere fundraising program
- attracting, developing and retaining staff whose performance contribute to our goals
- augmenting the effectiveness of decision making with an enhancement of our governance capability
- supporting professional development of staff and board members to enhance the capacity and effectiveness of the Foundation

## 5. Workplan

### Goal 1: *Foster conservation at the interface between ecosystems and human activity*

No.	Indicator	Target
1	Completion of on ground habitat rehabilitation and restoration works activities in areas identified as high priority within the Biodiversity plan	47.7ha of revegetation and 228ha of remnant vegetation restoration
2	From participation in events held, the number of landholders and community members with an improved understanding of Ramsar Values, the importance of wetlands and how to protect them, as outlined in project milestones.	10 landholders 300 community members
3	Number of Water Stewards signed and trained, with plans implemented and recognised.	30 signed and trained 15-20 plans implemented and recognised
4	Enquiries and positive mentions (Biosphere/non-Biosphere channels) of Biosphere events, initiatives and activities that promote Biosphere objectives and projects.	Increased coverage of Biosphere projects, events and initiatives across all media 700-1,000 likes on face book 5 media articles Participation in 2 external events 100+ participants at Forum 2 radio broadcasts

Initiative	Deliverable	Owner	Timing
Growing Connections	<ul style="list-style-type: none"> <li>Implement fox control over 15 square kilometres around the Tooradin township.</li> </ul>	Project Coordinator/ Chris Chambers	31 Dec 2016
	<ul style="list-style-type: none"> <li>Further develop the Biodiversity Plan and use it for priority setting.</li> </ul>		
	<ul style="list-style-type: none"> <li>Complete on ground habitat rehabilitation and restoration works in areas identified as high priority within the Biodiversity Plan</li> </ul>		30 June 2017
	<ul style="list-style-type: none"> <li>Complete all on ground camera monitoring</li> </ul>		31 March 2017
	<ul style="list-style-type: none"> <li>Finalise the scientific analysis and report writing component</li> </ul>		30 June 2017
	<ul style="list-style-type: none"> <li>Develop the concept and project outline for Growing Connections Phase II</li> </ul>		30 Nov 2016

Ramsar Protection Program	<ul style="list-style-type: none"> <li>• Identify interested participants and how they can be involved.</li> <li>• Identify ways to attract the non-interested.</li> <li>• Develop a brochure about the threats to biodiversity made by roaming cats</li> <li>• Conduct a community information session on a boat trip around Western Port</li> <li>• Develop case studies for reporting and for Biosphere Facebook page and web site.</li> <li>• Hold a workshop on pest animal management</li> <li>• Conduct a community information session on a Mangroves and Saltmarshes Field trip</li> </ul>	Project Manager/ Sally Jacka	<p>31 Dec 2016</p> <p>30 Sep 2016</p> <p>31 Oct 2016</p> <p>30 June 2017</p> <p>30 June 2017</p>
Water Stewardship	<ul style="list-style-type: none"> <li>• Expand project to other catchments as a priority (Langwarrin and Merricks Creek)</li> <li>• Recruit new Water Stewards and develop Stewardship plans</li> <li>• Establish a local (mid-level) recognition program</li> <li>• Implement Water Stewardship plans</li> </ul>	Project Manager/Lance Lloyd	<p>Sept 2016</p> <p>31 Dec 2016</p> <p>31 March 2017</p> <p>30 June 2017</p>

**Goal 2: Promote social and economic development in harmony with the Biosphere**

No.	Indicator	Target
1	Key stakeholder forums facilitate collaboration on the implementation of initiatives that will improve sustainable planning outcomes in the region.	1 initiative established
2	Key stakeholder agreement achieved and funding source identified	Mass Balance Study to be implemented
3	Representatives of Water Stewardship reference group facilitate engagement with key developers in the region	1 Developer adopts Water Stewardship objectives
4	Information collated, layout agreed and card produced	Launch of Report Card

Initiative	Deliverable	Owner	Timing
Growing Connections	Collaboration with key stakeholders to build into planning framework triggers to ensure environmental impacts are fully taken into account when planning the future of the landscape.	Project Coordinator/ Board	30 June 2017
Mass Balance	In collaboration with key stakeholders seek funding for the implantation of a Mass Balance Study of the Western Port Biosphere including movement of commodities, people, water, food, energy and waste.	EO/Board	30 <sup>th</sup> June 2017
Water Stewardship	Encourage developers to adopt water stewardship principals and incorporate them into their development designs.	Project Manager/Lance Lloyd	30 June 2017
Report Card 2016	Collate and analyse data for preparation of Report Card 2016 to engage community and stakeholders	EO/K Sprey	31 <sup>st</sup> March 2017

**Goal 3: Cultivate alliances to advance informed sustainable decisions**

No.	Indicator	Target
1	Opportunities for collaboration expanded through forums, meetings, events and projects.	Participation in 10+ Biosphere/non-Biosphere forums, meetings, events and projects.
2	Forum of key stakeholders established	2 -3 meetings per year
3	Agreement reached on statement of intent between all relevant parties	Agreement drawn up
4	Council Liaison Committee functioning and facilitating greater collaboration and communication with Councillors and key council personnel.	MOU in place
5	Enquiries and positive mentions (Biosphere/non-Biosphere channels) of Biosphere events, initiatives and activities that promote the social economic and environmental sustainability objectives of the Biosphere	Increase visitation on website and coverage of Biosphere activities across all media

Initiative	Deliverable	Owner	Timing
Stakeholder engagement	Identify opportunities for coordination, participation, promotion of forums, meetings, events and projects	Communications Manager/K Sprey	30 <sup>th</sup> June 2017
Partnerships	Establish key stakeholder forum to collaborate on implementation of initiatives that will improve sustainable planning outcomes in the region	EO/Board	30 <sup>th</sup> June 2017
Partnerships	Establish and a relationship with the local Indigenous community through agreement	Project Coordinator/ Board	30 <sup>th</sup> June 2017
Collaboration	Strengthen ongoing relationships with member Councils and key stakeholders	Board	30 <sup>th</sup> June 2017
Community and Stakeholder engagement	Planning and implementation of strategies /tactics across Biosphere Communications Plans including events, publications, media collaboration opportunities and fundraising	Communications Manager/K Sprey	30 <sup>th</sup> June 2016

**Goal 4: Strengthen our organisation to optimize our performance**

No.	Indicator	Target
1	New members and supporters engaged. Supporter and Sponsorship packages signed.	Increase number of Biosphere Members by 50 Raise \$50k via sponsors, supporters and donations
2	Professional Development opportunities identified	2 -4 events per year attended
3	Funding opportunities identified and submissions lodged	\$150,000-\$300,000

Initiative	Deliverable	Owner	Timing
Fundraising	Working with Communications and Stakeholder Engagement Committee implement strategy to engage our key stakeholders and partners, on programs and collaborations that foster memberships, sponsors and supporters.	CSEC/K Sprey	31 <sup>st</sup> October 2016
Professional Development	Identify opportunities for professional development including attendance and participation in training opportunities and conferences.	EO	30 June 2017
Growth	Build on existing relationships and identify corporate and philanthropic opportunities to secure core and project funding.	EO	30 June 2017

## 6. Risk Management

The following elements comprise the Mornington Peninsula and Western Port Biosphere Reserve Foundation Ltd's **Risk Management Framework**:

1. **Risk Appetite Statement:** The following statement is a declaration from the Board on how much risk the Foundation should take:

"In pursuing the Foundation's Vision and Strategic Objectives the Board has a medium appetite for risk provided it is applied in a controlled and deliberate manner. However, the Board has low appetite for risks associated with sub-optimal governance practices, operational risks that result in financial loss, reputational damage, business interruptions or liquidity risks."

Any risks that are outside of these tolerances are 'material risks' and should be addressed by the Board using the Material Risk Register.

2. **Risk Management Roles and Responsibilities:** Material Risks will be managed by the Executive Officer and reported to each Board meeting where a review of the Material Risk Register will be a standing agenda item, including a review of material risk action plans and progress made. Material risks may be escalated from projects or may be identified during the course of operational duties by the staff, Executive Officer, Board Members or Board Committees. Any material risks should be notified to the Executive Officer who will include them in the next Material Risks Report to the Board.

Out of scope: Project risks within the Risk Appetite of the Foundation will be recorded by project managers and managed on a monthly/ fortnightly/ weekly basis as part of project management duties and reported to the governance committee for the project. Any project risks that breach the Risk Appetite of the Foundation should be escalated by the project manager to the Executive Officer for inclusion in the Material Risk Register.

Operational risks that are within the Risk Appetite will be recorded by the Executive Officer and managed on a monthly/ fortnightly/ weekly basis as part of operational duties. Any operational risks that breach the Risk Appetite of the Foundation should be escalated to the Executive Officer for inclusion in the Material Risk Register.

3. **Risk Summary description:** All risks throughout the Foundation and its projects will be expressed as "If ..... then there is a risk that..... which will cause....."
4. **Foundation wide risk rating:** Foundation wide risks will be rated according to the following criteria. The rating of risks is on current significance, not inherent significance. Note that projects it may be appropriate to adopt a second risk rating

scale for projects, to provide a more granular level of risk classifications and management for risks that do not have a Foundation wide impact.

<b>Risk Rating</b>	<b>Description of Risk Rating</b>
Catastrophic	A risk that if materialised will cause the Foundation to cease to operate
Extreme	A risk that if materialised will prevent achievement of the overall vision of the Foundation, which could threaten the viability of the Foundation
High	A risk that if materialised will prevent achievement of one or more of the strategic objectives of the Foundation, but that will not threaten the overall vision or viability of the Foundation
Medium	A risk that if materialised will prevent achievement of one or more of the business plan targets of the Foundation, but that will not threaten the overall strategic objectives, vision or viability of the Foundation
Low	Other risks to the Foundation as a whole

5. **Risk Likelihood:** the following ratings assist with the urgency and focus given to the planning or mitigating actions for each risk:

<b>Likelihood</b>	<b>Description of likelihood rating</b>
Almost Certain	Its almost a foregone conclusion – consider re-evaluating as an issue (+ 80% certain)
Likely	This type of risk does eventuate in similar circumstances (45% - 79% certain)
Possible	Its not unheard of but usually these risks do not eventuate (20%-44% certain)
Unlikely	This type of risk would only eventuate in unusual circumstances (up to 19% certain)

6. **Risk Status:** risks will be assigned a status to indicate the activeness of management intervention that is being pursued:

<b>Status</b>	<b>Description of status rating</b>
Realised	The risk has materialised – it is now an issue
Accepted	There is no further course of action to mitigate the risk – the risk is a part of doing business
Active management	Applies to risks that require intervention and action to achieve either a state of ‘accepted’ or ‘mitigated’



## 7. Finance & Resources Summary

### 9.1 Operational & Project Revenue

<b>OPERATIONAL REVENUE</b>	<b>2015-16 Actual (\$)</b>	<b>2015-16 Actual (%)</b>	<b>2016-17 Budget (\$)</b>	<b>2016-17 Budget (%)</b>
<b>Core Funding – Council Contributions</b>				
Bass Coast Shire	22,000	16.94	22,000	11.47
Cardinia Shire	20,000	15.4	20,000	10.42
Casey	10,000	7.70	20,000	10.42
Frankston	0		0	
Mornington Peninsula Shire	20,000	15.4	20,000	10.42
<b>Individual Memberships</b>	1,320	1.0	1,625	0.84
<b>Consultancy</b>	70	0.1	0	0
<b>Gifts and donations</b>	75	0.1	800	0.42
<b>Sponsorship</b>	0		30,000	15.63
<b>Partnership Packages</b>	0		25,000	13.02
<b>Other fundraising</b>	0			
<b>Interest received</b>	943	0.7	950	0.49
<b>Admin costs recouped from projects</b>	55,439	42.7	51,500	26.84
<b>Other</b>	0			
<b>TOTAL</b>	129,847		191,875	
<b>PROJECT REVENUE <sup>3</sup></b>				
<b>Grants</b>				
Biodiversity (Federal) <sup>4</sup> Growing Connections	388,824	84.99	426,500	81.86
Water Stewardship	55,325	12.09	85,000	16.31
PPWP CMA <sup>5</sup> Ramsar Values	8,972	1.96	9,500	1.82
Other	4,333	0.94	0	0
<b>TOTAL</b>	457,454		521,000	
<b>ALL REVENUE</b>				

<sup>3</sup> See also Table 9.2 and 9.3 for a simple breakdown of Project Revenue according to project and fund source type.

<sup>4</sup> For Growing Connections

<sup>5</sup> For Ramsar Values – Federal funding allocated initially via CMA

## 9.2 Actual Project Revenue in 2015/16 by Project

Project/Initiative	Federal	State	Council	Other	TOTAL
Growing Connections	\$406,800				\$406,800
Water Stewardship		\$	\$5,000	\$80,000	\$85,000
Ramsar Values	\$11,000				\$11,000
			\$0		
<b>TOTAL</b>	\$417,800	0	\$5,000	\$80,000	\$502,800

## 9.3 Projected Project Revenue in 2016/17 by Project

Project/Initiative	Federal	State	Council	Other	TOTAL
Growing Connections	\$426,500				\$426,500
Water Stewardship		\$	\$5,000	\$80,000	\$85,000
Ramsar Values	\$9,500				\$9,500
Watson Creek			\$0		
<b>TOTAL</b>	\$436,000		\$5,000	\$80,000	\$521,000

## 9.4 Project Costs 2016/17

Project/Initiative	Federal	State	Council	Other	TOTAL
Growing Connections	387,000				387,000
Water Stewardship			5,000	68,000	73,000
Ramsar Values	9,500				9,500
<b>Sub total</b>	396,500		5,000	68,000	469,500
<b>Admin Costs Recouped</b>	39,500			12,000	51,500
Salaries & On costs	23,761			7,804	31,565
Occupancy	9,768			2,604	12,372
Administration	5,971			1,592	7,563
<b>Sub total</b>	39,500			12,000	51,500
<b>Total</b>	436,000		5,000	80,000	521,000

## 9.5 Operational Expenses 2016/17

<b>EXPENSES</b>	<b>2015-16 Actual (\$)</b>	<b>2015-16 Actual (%)</b>	<b>2016-17 Budget (\$)</b>	<b>2017-17 Budget (%)</b>
<b>Administration</b>				
Accounting & Auditing	3,000	2.3	3,500	1.9
Advertising	1,116	.09	0	
Allowances (Chair)	15,825	12.2	15,828	8.6
Bank charges	408	0.4	400	.02
Capital Equipment	0		5,000	2.7
Computer expenses and software	3,662	2.9	12,350	6.7
Conference attendance	422	0.3	0	
Consultants	1,700	1.3	0	
Events	2,225	1.7	4,000	2.2
Insurance	1,095	0.8	1,450	.08
Marketing & Communications	2,157	1.7	10,400	5.7
Meeting costs inc travel	1,537	1.2	1,200	.06
Printing & Stationery	2,931	2.3	250	0.1
Postage	350	.03	265	0.1
Sundries	399	.03	300	0.2
<b>Occupancy</b>				
Rent	22,412	17.3	23,544	12.9
Repairs maintenance and cleaning	1,333	0.10	1,475	0.8
Other inc electricity, phone rates etc.	7,721	6.0	8,289	4.5
<b>Salaries</b>	78,949	60.8	84,043	46.0
<b>On costs</b> SGC, work cover etc.	7,257	5.6	8,984	4.9
<b>Depreciation and amortisation</b>	1,848	1.4	1,233	.06
<b>TOTAL EXPENSES</b>	156,347		182,511	
<b>SURPLUS/DEFICIT</b>	(26,500)		9,364	