



**WESTERN PORT  
BIOSPHERE**

*Growing connections  
for sustainability*

## **Mornington Peninsula and Western Port Biosphere Reserve**



## **Business Plan 2020 - 2021**

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# 1. Message from the Chair

As we commence the new financial year, it is hard not to be concerned about the road ahead given the challenges we have faced in the last six months and will continue to grapple with in the months ahead. While the impacts of prolonged drought were less severe in our region and we largely escaped the ravages of the 2019-20 bushfire season, many in our community were nevertheless affected. On top of this, of course, we have had to learn to live with the restrictions imposed by the COVID19 pandemic and the changes it has wrought on all aspects of our daily lives. The implications of these events have had to be considered as the Board has plotted the best way to move forward while returning to something resembling what we once considered to be normal.

Despite the trials of recent times, the Biosphere Foundation is in a good financial position. We continue to receive some core funding from our five local government partners and we were eligible for Job Keeper support and the Cash Flow stimulus. We are extremely grateful that these avenues have helped to sure up our finances. In addition, the Biosphere has been successful in securing some small grants which will enable us to continue existing projects and expand into new areas. Importantly, April 2020 marked the signing of a contract with the Federal Government for a grant from the Environment Restoration Fund (ERF) which guarantees significant support into 2022. On behalf of the Board, I express my sincere thanks to the federal member for Flinders, Greg Hunt MP for this vote of confidence in the work of the Biosphere.

The Biosphere is currently finalising the process for new directors to address some skill gaps on the board. I am confident that our new directors will assist us to ensure that we build a sustainable business model while achieving the objectives of UNESCO's Man and Biosphere (MAB)<sup>1</sup> Program and our own Strategic Plan 2019-2022. This Business Plan outlines how we will address these objectives in the next twelve-month period. The Plan has been developed with input from staff and directors and includes some deliverables that were not finalised last year due to the COVID19 restrictions. The Plan was also informed by the data and feedback collected through the recent community Stakeholder Survey. Interested readers can find further information on the survey results on the Biosphere website.

I look forward to working with councils, partner organisations and members of the community in the coming year as we strive to promote the Biosphere and its work.

Yours sincerely



Jo McCoy  
Chair

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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 nine reserves in Australia and one of 701 reserves covering 124 countries worldwide.

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 Biosphere 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

To be an internationally recognised exemplar of the UNESCO biosphere model that is embraced by the local community.

### Mission Statement

The Biosphere Foundation will define and articulate the purpose of the Western Port Biosphere Reserve and the values of the region. It will provide leadership on innovative approaches to biodiversity conservation and sustainable development and collaborate with partners, stakeholders and the Biosphere community 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

### 3. Western Port Biosphere Reserve Board

The Foundation's constitution allows for a ten-member board headed by a Chair. Following the independent Board Review undertaken in 2014, a skills-based Board was ratified at the October 2015 Annual General Meeting. As noted in the Introduction, we are actively working to fill the vacancies that currently exist. The current Board members are as follows:

	June to August 2020	September 2020 to June 2021
<b>Chair</b>	Jo McCoy	Jo McCoy
<b>Secretary</b>	David Young	Dr Philip Bachelor
<b>Treasurer</b>	David Cross	Geoff Brooks
<b>Director nominated as Councils' Representative</b>	Quinn McCormack	
<b>Director nominated by Traditional Owners Group</b>		
<b>Director</b>	Rod Anderson	David Cross
<b>Director</b>	John Ginivan	Colette Day
<b>Director</b>	Colette Day	Isabelle Higgins
<b>Director</b>		Karen Hook
<b>Director</b>		David Young

#### Board Sub-committees

In recent years, the Board completed 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 several 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.

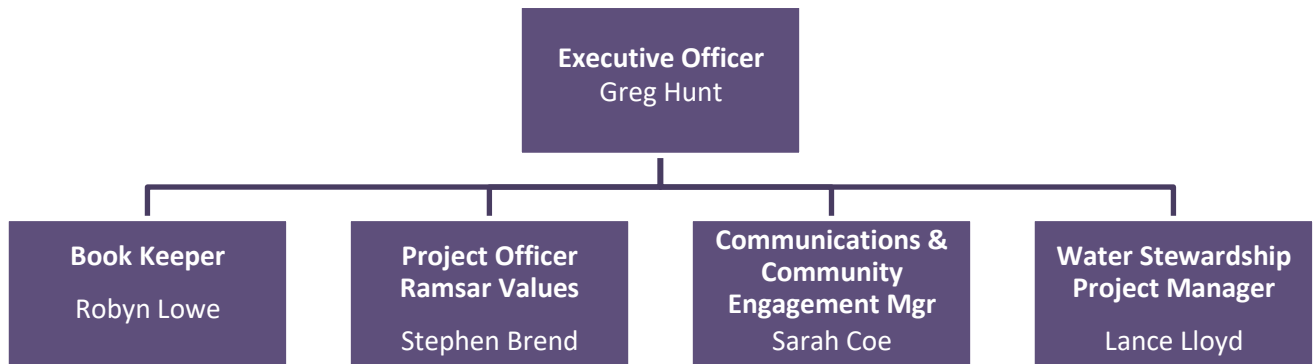
Several sub-committees that report to the Board are currently in operation. These sub-committees are in addition to the Board Executive which is made up of the Chair, Secretary, Treasurer and Executive Officer. The terms of reference for all sub-committees can be examined on request.

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

## 4. Western Port Biosphere Foundation Staff

The Foundation employs five staff members at 1.5 Full Time Equivalent (FTE) as per the organisational chart and table below. Staff are funded through both core and specific project funding sources. We are currently examining how best to increase the number of hours for staff given our improved financial position.

The Executive Officer reports to the Chair of the Board.



Staff member	FTE	Fund Source	Comment
Greg Hunt	0.4	Core & ERF	Two days per week according to need.
Sarah Coe	0.4	Core & ERF	1.30 – 5.00 pm, Monday - Thursday.
Stephen Brend	0.4	Project	Tuesdays and Thursdays. Paid from the Protecting Ramsar Values project and the Water Stewardship Project.
Lance Lloyd	0.2	Project	One day per week. Contractor in line with Project funding from the Water Stewardship Project.

In addition to the above staff, the Biosphere's books are maintained Robyn Lowe, who works under contract. Much work is also carried out by directors in an honorary capacity.

## 5 Strategic Direction

### Strategic Plan

The Western Port Biosphere Reserve's Strategic Plan was reviewed and refreshed in mid-2019 resulting in a redefined vision and mission in line with those of the *Man and the Biosphere Program*. Four 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 - *Promote conservation of the natural environment throughout the Western Port Biosphere region.***

#### Priority

Work collaboratively with member councils and other partners while also developing stand-alone projects including:

- the establishment of the Western Port Biosphere Science Project and
- the continuation of the Southern Brown Bandicoot Recovery Program, Community Lens and Protecting Ramsar Values projects.

**Goal 2 - *Encourage projects which recognise that sustainable development is compatible with conservation***

#### Priority

Expand the reach of the Western Port Biosphere's Water Stewardship Project and promote its outcomes.

#### Priority

Use the Western Port Biosphere Community Forum to:

- provide a platform for guest speakers to inform and educate the community on a variety of relevant topics
- improve understanding of the social, environmental and economic challenges of living sustainably in our Biosphere.

### **Goal 3 - *Build alliances and partnerships support the Biosphere's vision and mission***

#### **Priority**

Cultivate new relationships and strengthen collaboration with partners, government agencies and complementary organisations to:

- enhance the Biosphere Foundation's capacity to achieve its vision
- enable the Biosphere Foundation to facilitate discussion and influence policy direction concerning the region.

### **Goal 4 - *Strengthen the Biosphere's administration and governance to ensure its ongoing relevance and viability.***

#### **Priority**

Secure the organisational wellbeing of the Biosphere by:

- securing key corporate and philanthropic partners to safeguard our financial sustainability
- attracting, developing and retaining staff and Board members whose performance contribute to achieving our vision and mission
- expanding our membership base on a variety of levels.



## 6 Workplan

**Goal 1: *Promote conservation of the natural environment throughout the Western Port Biosphere region.***

No.	Indicator	Target
1.1	➤ Number of relevant articles published in local media	5
1.2	➤ Number of views per month on Biosphere Facebook page	100
1.3	➤ Number of external events promoting Biosphere objectives and projects participated in by staff and directors	10
1.4	➤ Number of Western Port Biosphere Community Forum events with a conservation theme	2
1.5	➤ Number of Water Stewards signed and trained	5
1.6	➤ Number of Water Stewardship plans implemented and recognised.	5

Project	Deliverable	Owner	Timing
Community Lens	<ul style="list-style-type: none"> <li>Hold a final project wrap up meeting</li> </ul>	Project Manager/ Stephen Brend	30 Dec 2020
Protecting Ramsar Values	<ul style="list-style-type: none"> <li>Identify interested new participants and how they can be involved.</li> <li>Implement strategies to attract non-engaged stakeholders</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 website.</li> <li>Hold a marine pest animal management workshop</li> <li>Conduct a community information session on a Mangroves and Saltmarshes field trip</li> <li>Produce the Final Report</li> </ul>	Project Manager/ Stephen Brend	Ongoing Ongoing 31 Oct 2020 30 Dec 2020 30 Jun 2021 30 May 2021 31 Mar 2021 30 Jun 2021
Water Stewardship	<ul style="list-style-type: none"> <li>Hold a forum with Nursery Industry Growers Victoria to promote participation in WS program</li> <li>Participate in World Wetlands Day event at Boneo Park</li> <li>Identify and induct five businesses in the Water Stewardship program</li> </ul>	Project Manager/ Lance Lloyd	30 Mar 2021 28 Feb 2021 30 Jun 2021

Project	Deliverable	Owner	Timing
Biodiversity and Schools	<ul style="list-style-type: none"> <li>Develop pilot threatened species programs for three nominated schools in Flinders electorate</li> <li>Confirm program implementation in a formal letter of agreement with the schools</li> <li>Finalise recruitment of additional schools across the Biosphere for inclusion in their 2021 curriculum</li> <li>Progressively modify program delivery based on evaluation</li> <li>Finalise acquittal of pilot program in Flinders electorate to funder</li> <li>Develop plan for ongoing elements of program in additional schools</li> </ul>	Project Manager / EO	30 Sep 2020 31 Oct 2020 31 Oct 2020 ongoing 30 Apr 2021 30 Jun 2021
French Island Biodiversity Plan	<ul style="list-style-type: none"> <li>Prepare a project brief and recruit a project consultant</li> <li>Develop elements of project draft with Friends of French Island</li> <li>Participate in briefings with the community and key stakeholders</li> <li>Finalise a framework for the French Island Biodiversity Plan</li> </ul>	Project Manager / Stephen Brend	31 Jan 2021 28 Feb 2021 30 Mar 2021 30 June 2021
Banishing Biosphere's Pests	<ul style="list-style-type: none"> <li>Consult with three regional Landcare Networks re guidelines for reforming the Western Port Pest Animal Group (WPPAG)</li> <li>Convene the first meeting of the WPPAG</li> <li>Work with WPPAG to develop a project plan and detailed budget</li> <li>Work with CRCSI to review field data collection tools (Apps) for monitoring programs</li> </ul>	Project Manager / Stephen Brend	30 Oct 2020 30 Nov 2020 31 Mar 2021 30 Jun 2021
Science and Education	<ul style="list-style-type: none"> <li>Scope the requirements to develop an online knowledge hub to link the Biosphere community to information and databases</li> </ul>	Chair S&C / Colette Day	31 Dec 2020

**Goal 2: Promote sustainable development throughout the Biosphere community**

No.	Indicator	Target
1.5	➤ Number of Water Stewards signed and trained	5
1.6	➤ Number of Water Stewardship plans implemented and recognised.	5
2.1	➤ Number of developers engaged re Water Stewardship Project	3
2.2	➤ Number of developers who adopt Water Stewardship objectives	1
2.3	➤ Number of key partner agreements finalised	5
2.4	➤ Number of key industry groups engaged	3
2.5	➤ Number of Western Port Biosphere Community Forum events with a sustainable development theme	1

Project	Deliverable	Owner	Timing
Water Stewardship	<ul style="list-style-type: none"> <li>• Deliver Water Stewardship program for the four selected businesses in Dunkley</li> <li>• Engage key industry groups to appraise them of Water Stewardship</li> <li>• Re-establish Water Stewardship Partners Forum</li> <li>• Identify and encourage developers to adopt water stewardship principles and incorporate them into their development designs</li> </ul>	Project Manager/ Lance Lloyd	30 Mar 2021
			30 Jun 2021
			31 Mar 2021
			30 Jun 2021
Governance and Growth	<ul style="list-style-type: none"> <li>• Develop and complete MoUs with like-minded regional NfPs</li> <li>• Conduct a Biosphere Community Forum that addresses sustainable development principles</li> <li>• Complete information gathering and data collation for the 2020 Report Card based on the UN Sustainable Development Goals</li> <li>• Publish the Report Card in time for the Annual General Meeting</li> </ul>	Executive Officer / Greg Hunt	31 Dec 2020
			30 Apr 2021
			30 Sep 2020
			30 Oct 2020
Food and Agriculture	<ul style="list-style-type: none"> <li>• Work with council project team to deliver Indigenous Garden project workshops in Casey</li> <li>• Establish project brief with Morn Pen shire for implementing sustainable food production project</li> <li>• Liaise with recipients of Sustainable Table Grants in Cardinia, Casey and Morn Pen to develop a Biosphere wide acknowledgment of their work</li> </ul>	Chair S&C / Colette Day Executive Officer / Greg Hunt and	30 Jun 2021
			31 Mar 2021
		Chair S&C / Colette Day	30 Jun 2021

**Goal 3: Build alliances and partnerships to support the Biosphere's vision and objectives**

No.	Indicator	Target
3.1	➤ Number of meetings between EO and key council stakeholders	10
3.2	➤ Number of meetings between Chair and key council stakeholders	5
3.3	➤ Number of times EO or Chair attend Council Liaison Committee meetings	4
3.4	➤ Number of meetings and events attended by directors	30
3.5	➤ Number of formal meetings between Biosphere staff and officers from five councils	3
3.6	➤ Number of new relationships developed by staff and/or directors	10
3.7	➤ Percentage of council stakeholders happy with the relationship	100

Project	Deliverable	Owner	Timing
Stakeholder Engagement and Community Outreach	<ul style="list-style-type: none"> <li>• Work with FSEC to identify groups to approach and engage with on a more formal basis</li> </ul>	FSEC Chair / David Cross	30 Mar 2021
	<ul style="list-style-type: none"> <li>• Contribute to the development and implementation of the Biosphere Communications Strategy</li> </ul>	Comms Officer / Sarah Coe	30 Dec 2020
	<ul style="list-style-type: none"> <li>• Collect and curate information and articles for the quarterly production of the Connector Magazine and Biosphere Facebook page</li> </ul>	Comms Officer / Sarah Coe	Ongoing
	<ul style="list-style-type: none"> <li>• Manage the Connector database to ensure it is up to date</li> </ul>	Comms Officer / Sarah Coe	Ongoing
	<ul style="list-style-type: none"> <li>• Organise a 'gala event' with high profile keynote speaker in partnership with a local government partner</li> </ul>	Chair / Jo McCoy	30 April 2021
Partnerships and Collaboration	<ul style="list-style-type: none"> <li>• Identify organisations to target as new members and sponsors or for future partnerships</li> </ul>	Chair FSEC / David Cross	Ongoing
	<ul style="list-style-type: none"> <li>• Develop the relationship with the Bunurong Land Council</li> </ul>	Chair / Jo McCoy & EO / Greg Hunt	Ongoing
	<ul style="list-style-type: none"> <li>• Participate in the World Wetlands Day 2021 Planning Committee</li> </ul>	Chair / Jo McCoy	28 Feb 2021
	<ul style="list-style-type: none"> <li>• Work with Council Liaison Committee to identify opportunities for collaboration</li> </ul>	EO / Greg Hunt	Ongoing
Governance and Growth	<ul style="list-style-type: none"> <li>• Strengthen ongoing relationships with member Councils and key stakeholders</li> </ul>	Chair / Jo McCoy & EO / Greg Hunt	Ongoing
	<ul style="list-style-type: none"> <li>• Review Terms of Reference for Council Liaison Committee prior to signing of next MoU</li> </ul>	Chair CLC / Quinn McCormack	30 Sep 2020
	<ul style="list-style-type: none"> <li>• Oversee a process involving councils to develop the next MoU</li> </ul>	Chair CLC / Quinn McCormack	30 Mar 2021

**Goal 4: Strengthen the Biosphere's administration and governance to ensure its ongoing relevance and viability.**

No.	Indicator	Target
4.1	➤ Number of financial members at AGM	75
4.2	➤ Percentage of new members above last financial year	20
4.3	➤ Percentage of members retained from last financial year	95
4.4	➤ Number of professional development opportunities per staff per year	1
4.5	➤ Number of funding submissions lodged between \$20,000 and \$200,000	4
4.6	➤ Number of new directors recruited to board positions	4
4.7	➤ Number of sponsors who can contribute \$20,000 per annum	1

Project	Deliverable	Owner	Timing
Stakeholder Engagement and Community Outreach	<ul style="list-style-type: none"> <li>Oversee the development and implementation of a renewed Biosphere Stakeholder Engagement Strategy</li> </ul>	Chair FSEC / David Cross	30 Mar 2021
	<ul style="list-style-type: none"> <li>Oversee the development and implementation of the related Biosphere Communications Strategy</li> </ul>	EO / Greg Hunt	30 Mar 2021
	<ul style="list-style-type: none"> <li>Oversee development of research to produce a "History of the Biosphere" publication</li> </ul>	EO / Greg Hunt	30 June 2021
	<ul style="list-style-type: none"> <li>Finalise production of Biosphere 'collateral' in line with the Communications Strategy as part of ERF grant allocation</li> </ul>	EO / Greg Hunt	30 June 2021
Governance and Growth	<ul style="list-style-type: none"> <li>Establish a mentoring program to complement the induction package for incoming Board Directors</li> </ul>	Chair / Jo McCoy	30 Sep 2020
	<ul style="list-style-type: none"> <li>Identify and implement professional development opportunities for staff and Directors</li> </ul>	Chair / Jo McCoy	30 Sep 2020
	<ul style="list-style-type: none"> <li>Organise audit and prepare Annual Report for AGM</li> </ul>	EO / Greg Hunt	30 Oct 2020
	<ul style="list-style-type: none"> <li>Implement the approved recommendations from the Board review of the Constitution and Charter following the Annual AGM</li> </ul>	Chair / Jo McCoy	30 Dec 2020
	<ul style="list-style-type: none"> <li>Review the Strategic Plan with incoming Directors</li> </ul>	Chair / Jo McCoy	30 May 2021
	<ul style="list-style-type: none"> <li>Oversee development of the Annual Business Plan for 2021-22</li> </ul>	Chair / Jo McCoy	30 Jun 2021
Partnerships and Collaboration	<ul style="list-style-type: none"> <li>Develop and institute an MoU with Biosphere region Landcare Networks</li> </ul>	EO / Greg Hunt	30 Oct 2020
	<ul style="list-style-type: none"> <li>Work with Fundraising and Stakeholder Engagement Committee to drive membership growth and identify new sponsors and partners</li> </ul>	EO / Greg Hunt	Ongoing
	<ul style="list-style-type: none"> <li>Establish a Project Development Advisory Group for Western Port Values Project<sup>2</sup></li> </ul>	Chair S&EC / Colette Day	30 Dec 2020
	<ul style="list-style-type: none"> <li>Develop the scope for the Birds Linking Biospheres Project</li> </ul>	EO / Greg Hunt	30 Dec 2020
	<ul style="list-style-type: none"> <li>Establish protocol for collaboration with the other three active Australian Biospheres</li> </ul>	EO / Greg Hunt	30 Dec 2020

<sup>2</sup> Aka Shapiro II

Administration	<ul style="list-style-type: none"> <li>• Develop PD and recruit new Project Officer</li> </ul>	EO / Greg Hunt	31 Oct 2020
	<ul style="list-style-type: none"> <li>• Identify funding opportunities and prepare grant applications</li> </ul>	EO / Greg Hunt	Ongoing
	<ul style="list-style-type: none"> <li>• Develop proposal for review and replacement of office IT hardware</li> </ul>	EO / Greg Hunt	30 Dec 2020
	<ul style="list-style-type: none"> <li>• Prepare regular financial reports for Board Meetings</li> </ul>	Book keeper / Robyn Lowe	Ongoing
	<ul style="list-style-type: none"> <li>• Prepare initial Budget for 2021/22 Business Plan</li> </ul>	Book keeper / Robyn Lowe	30 May 2021
	<ul style="list-style-type: none"> <li>• Manage membership database and issue renewals</li> </ul>	Admin Officer / Sarah Coe	Ongoing

## 7 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 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.
3. **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.
4. **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.
5. **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.....”
6. **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.

Risk Rating	Description of Risk Rating
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.

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

Likelihood	Description of likelihood rating
Almost Certain	It's 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	It's 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)

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

Status	Description of status rating
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'



## 8 Finance & Resources Summary

### a. Operational Revenue 2019-20 vs 2020-21

OPERATIONAL REVENUE	2019-20 Budget (\$)	2019-20 Actual (\$)	2020-21 Budget (\$)	2020-21 Budget (%)
<b>Core Funding – Council Contributions<sup>3</sup></b>				
Bass Coast Shire	20,961	20,961	21,380	7.4
Cardinia Shire	20,961	20,961	21,380	7.4
Casey	20,961	20,961	21,380	7.4
Frankston	20,961	20,961	21,380	7.4
Mornington Peninsula Shire	20,961	20,961	21,380	7.4
<b>Individual Memberships</b>	1,681	1,432	1,800	0.6
<b>Gifts and donations</b>	300	627	440	0.2
<b>Sponsorship</b>	20,000	0	20,000	6.9
<b>Interest received</b>	208	69	150	0.1
<b>Admin costs recouped from projects<sup>4</sup></b>	0	7,089	8,300	2.9
<b>Other</b> (Environment Restoration Fund) <sup>5</sup>	30,000	37,000	121,000	41.8
<b>Other</b> (Cash Flow stimulus and JobKeeper) <sup>6</sup>	0	28,000	31,000	10.7
<b>TOTAL OPERATIONAL REVENUE</b>	<b>156,994</b>	<b>179,022</b>	<b>289,590</b>	<b>100.0</b>

<sup>3</sup> Under the Biosphere's MOU with councils, council contributions increase each year according to the indexation rate set by the Minister for Local Government (per the Victorian *Local Government Act*). In 2020-21, this figure is capped at 2%.

<sup>4</sup> Budget figure for 2020-21 is costs recouped from Ramsar Values across three years of the project (at 10%/2), plus Water Stewardship in Dunkley (at 15%) and Biodiversity in Schools in Flinders (at 10%) for this FY only. No admin costs recouped funds were budgeted at the beginning of the 2019-20 FY, but ultimately, some were recouped from the now finalised Community Lens project and from Ramsar Values. **Why not Water Stewardship last year?** See Table 8.3.

<sup>5</sup> Federal Grant funding from the Environmental Restoration Fund (ERF) was expected to be \$100,000 in 2019-20 and was intended to be split between operational and project budgets 30/70. When the contract was finalised in April 2020, funds were specifically allocated to categories, all of which could be designated operational costs. The total amount received for the 2019-20 FY was \$52,000, of which only \$37,000 was spent before year end. Since the ERF grant allocations are all operational rather than project specific, the \$106,000 for 2020-21 FY (plus carryover) is also included here. Table 8.3 shows how the funds are distributed across the Biosphere's various projects which includes a mixture of practical and administrative projects.

<sup>6</sup> Using ATO guidelines, the Biosphere qualified against the reduced turnover test and was approved for JobKeeper as a charity registered with ACNC. In 2019-20 it received \$18,000 (2 people x 6 pay periods x \$1500) and it should receive \$21,000 in 2020-21. In addition, it received \$10K cash flow boost in April 2020 and another instalment is due in September 2020.

b. Operational Expenses 2019/20 vs 2020/21

EXPENSES	2019-20 Budget (\$)	2019-20 Actual (\$)	2020-21 Budget (\$)	2020-21 Budget (%)
<b>Administration</b>				
Accounting & Auditing <sup>7</sup>	4,000	0	3,500	1.3
Advertising	500	0	1,000	0.4
Bank charges & merchant fees	660	490	360	0.1
Book Keeping	11,157	10,491	13,200	4.9
Capital Equipment <sup>8</sup>	5,000	0	17,000	6.4
Computer software expenses	3,685	2,296	4,000	1.5
Conference attendance & travel costs	1,000	191	3,000	1.1
Contractors	0	0	10,000	3.7
Events	5,500	2,711	7,000	2.6
Insurance – General (PL, Volunteers, Business)	3,096	3,095	3,600	1.3
Marketing, Communications & Education <sup>9</sup>	6,700	6,331	22,500	8.4
Meeting costs inc travel	1,800	294	500	0.2
Printing, Stationery & Photocopy	1,500	801	1,500	0.6
Professional Development	0	0	10,000	3.7
Research Costs	0	0	25,000	9.3
Scholarship Fund	0	0	1,000	0.4
Sitting Expenses TO rep	0	0	4,000	1.5
Subscriptions and journals	55	146	400	0.1
Travel (EO & Chair c/km own car)	1000	739	1,000	0.4
Other (inc ASIC filing, office expenses, postage)	70	36	920	0.3
<b>Occupancy</b>				
Electricity (light & power)	1,600	622	1,000	0.4
Outgoings inc rates & Landlord's Insurance	3,450	2,140	3,000	1.1
Rent	16,494	16,407	14,100	5.3
Repairs, maintenance and cleaning	400	0	1,000	0.4
Telephone & fax	2,215	1,414	1,620	0.6
Other incl relocation expenses, amenities	2,250	1,036	250	0.1
<b>Salaries</b> (for Exec and Admin staff) <sup>10</sup>	62,010	61,741	105,260	39.3
<b>On costs</b> SGC, work cover, leave etc.	6,590	6,866	12,000	4.5
<b>Depreciation and amortisation</b> <sup>11</sup>	0	1,246	0	0.0
<b>TOTAL EXPENSES</b>	<b>140,882</b>	<b>119,294</b>	<b>267,710</b>	<b>100.0</b>
<b>SURPLUS/DEFICIT</b>	<b>16,112</b>	<b>48,938</b>	<b>21,880</b>	

<sup>7</sup> Auditor not appointed in 2019-20 FY but will be required again in 2020-21 to prepare books for the AGM.

<sup>8</sup> Computer equipment planned for purchased in 2019-20 will be paid for retrospectively from the 2019-20 ERF allocation. There will be a further allocation from ERF for 2020-21 to purchase equipment and cabling for the new premises.

<sup>9</sup> This includes the Report Card, Annual Report and website development, Community Engagement/Comms Strategy and ERF Specific comms.

<sup>10</sup> Exec Officer 0.6 FTE, Admin Officer 0.4 plus additional AO or PO at 0.4FTE. Note ERF contribution across salaries is \$44K.

<sup>11</sup> All existing capital items have been fully depreciated at 30/06/2020. Under the Instant Asset Write Off guidelines any future equipment or fixtures purchased will be fully expensed in the year they are purchased. Therefore, there will be no ongoing depreciation expenses.

c. Project Funds Budget 2020-21

PROJECT/INITIATIVE vs FUND SOURCE	Operational Budget		Project Specific Budget			TOTAL \$
	Federal (ERF) \$	Other (inc Local Govt) \$	Federal (Dunkley, JobKeeper, Flinders) \$	State (PPWP CMA)	Other (Philanthropic & Corporate) \$	
Administration	64,000	113,710				177,710
Banishing Biosphere's Pests	14,500					14,500
Biodiversity In Schools <sup>12</sup>	10,000	4,500				14,500
French Island Biodiversity Plan	7,500					7,500
Food and Agriculture	5,000					5,000
Governance and Growth		13,500				13,500
Partnerships & Collaboration <sup>13</sup>		5,000				5,000
Protecting Ramsar Values <sup>14</sup>			10,500	68,288		78,788
Science and Education	5,000					5,000
Stakeholder Engagement & Community Outreach	15,000	14,500				29,500
Water Stewardship <sup>15</sup>			26,929			26,929
<b>Total Funds for Projects</b>	<b>121,000</b>	<b>146,710</b>	<b>41,929</b>	<b>68,288</b>	<b>0</b>	<b>377,927</b>
	<b>267,710</b>		<b>110,217</b>			<b>377,927</b>

<sup>12</sup> Biodiversity in Schools - \$5000 (less \$500) received in June 2020 for Flinders but not spent due to COVID 19 restrictions. Additional funds from the ERF grant allocated to other LGAs to expand the program across the Biosphere.

<sup>13</sup> Mostly for Indigenous engagement

<sup>14</sup> Funded over 3 years by the Port Phillip Western Port CMA with Caring for Our Country funds from the Australian Government. Includes carry over from earlier years, plus final instalment of \$32,000 for 2020-21 paid in June 2020, plus funds for PO position.

<sup>15</sup> Water Stewardship in Dunkley – \$20,000 Federal grant funding received in May 2020 but not spent due to COVID 19 restrictions plus carry over