

OFFICIAL



Game Management Authority Annual Business Plan

2022 - 23



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Table of Contents

Message from the Chair and CEO	3
1 Who we are:.....	4
1.1 Our purpose	4
1.2 Our vision	4
1.3 Our values	4
1.4 Our role	4
1.5 Our board	5
1.6 Our people	5
1.7 Our organisation structure	6
1.8 Our stakeholders	6
1.9 Our partner agencies	6
1.10 Our focus	7
1.11 Our summary plan:	8
2 Our regulatory functions.....	9
2.1 Our regulatory approach	9
3 Managing our risks.....	10
3.1 Risk in our operating environment	10
4 Our performance framework	11
5 Our business plan	11
5.1 Our work program: 2022 to 2025	12
6 2022/23 Budget.....	21
6.1 Financial risks and implications of financial projections	21
6.2 Savings and service delivery improvements	21
6.3 Mitigation strategies to manage the budget	23
6.4 Four-year budget forecast	23

Message from the Chair and CEO

On behalf of the Board, Executive and staff, we are pleased to present the Victorian Game Management Authority's (GMA) 2022-23 Annual Business Plan.

The GMA's new operating model is embedded, extending the GMA's capability and allowing for improved regulatory practices. The GMA's model is supported by the clear strategic direction set out in this plan and through the ongoing implementation of the Compliance Strategy 2020-2025, Education Strategy 2020-2025 and Research Strategy 2020-2024.

The Strategy and Research division is leading important research to analyse and gather data and evidence on the abundance and distribution of game species and the impact of hunting on game species.

For the second year, the GMA has commissioned the Arthur Rylah Institute for Environmental Research to develop a survey methodology to estimate the abundance of game ducks in Victoria. This is an important component as we move to meet the Government's commitment for the introduction of an adaptive harvest model to inform the setting of annual duck season arrangements. The 2021 survey incorporated some changes to strengthen the methodology of the monitoring program, as identified in the 2020 trial. Over the next year, the GMA will continue to draw on its financial reserves to fund critical pieces of research to gather evidence to support and guide its activities and initiatives moving forward.

The GMA continues to strengthen its compliance capability with upgraded systems and equipment. The Compliance and Intelligence division is utilising the latest technologies including fitting out all Authorised Officers with body-worn cameras, increasing use of drones for wetland surveillance, and using thermal imaging scopes to combat illegal spotlighting.

Providing regulatory services across Victoria, the majority of GMA staff are based in the GMA's regional offices, located in Lakes Entrance, Traralgon, Benalla, Bendigo and Ballarat, providing greater presence in the areas where hunting occurs.

The GMA is continuing to provide compliance services to the Department of Jobs, Precincts and Regions (DJPR) for the management of forest protests and compliance and administrative services for the Kangaroo Harvest Program on a contract for service basis.

The Stakeholder and Hunting Programs division has focused on building the capacity of the GMA's online game licensing system. The new online Game Licence system (MyGL) is fully operational, with more than 22,700 users registering their details. The new system delivers a contemporary approach to game licensing in Victoria to the benefit of both hunters and the GMA. MyGL provides hunters with an easy and accessible portal to manage their licensing details, order Hog Deer Tags and book in for tests. New online education modules are in development and planned for release in 2022-23.

The GMA is positioned to continue improving compliance outcomes, increasing engagement with stakeholders, providing interactive educational materials to hunters and building its research capability. Ensuring that game hunting is conducted in a sustainable and responsible way that is aligned with the GMA's statutory obligations is the guiding principle for all these activities.

The GMA Board is focusing on building strong stakeholder relationships as a core objective. This includes engaging with hunters and the communities where hunting occurs. The GMA has revised its Stakeholder Engagement Strategy, incorporating a stronger focus on building connections with Victoria's regional communities and Traditional Owners. The GMA will implement this strategy over the next three years.

In addition to detailing the GMA's budget forecast, this business plan outlines the activities that the GMA will focus on for the next three years. This plan positions the GMA to deliver on its statutory responsibility to effectively promote sustainability and responsibility in game hunting in Victoria.



Brian Hine
GMA Board Chair



Graeme Ford
GMA CEO

1 Who we are:

1.1 Our purpose

The Game Management Authority (GMA) regulates through education, research and enforcement to achieve sustainable and responsible game hunting in Victoria.

1.2 Our vision

Game hunting in Victoria meets community expectations as a sustainable and well-regulated activity based on science and conducted in a responsible manner.

1.3 Our values

Our work is made stronger by the values that guide it.

- We respect each other and the commitment of all our stakeholders to their work and their causes.
- We act with integrity, courage and transparency by focusing tightly on our role as an impartial, predictable regulator on behalf of all Victorians
- We value expertise and advice based on sound science and direct experience
- We are always open to learning from and engaging with our stakeholders
- We aspire to excellence in our behaviour, our work and our outcomes

1.4 Our role

The GMA is an independent statutory authority responsible for the regulation of game hunting in Victoria. It undertakes activities to promote sustainability and responsibility in game hunting in Victoria.

Under the *Game Management Authority Act 2014*, the GMA is responsible for:

- issuing Game Licences, authorities and permits
- managing open and closed seasons for game species
- enforcing game hunting laws and taking action against those who do not hunt legally
- educating and informing hunters on how to hunt legally in Victoria.

The GMA also has an important advisory role in the management of natural resources across Victoria including:

- the sustainable harvest of game species
- the humane treatment of animals that are hunted and used in game hunting
- minimising any negative impacts on non-game wildlife, including protected and threatened species
- the conservation of wildlife habitats
- the environmental, social and economic impacts of game hunting and management.

We work with our partner agencies, including Parks Victoria (PV), the Department of Environment, Land, Water and Planning (DELWP), the Department of Jobs, Precincts and Regions (DJPR), Victorian Fisheries Authority (VFA), Victoria Police, and the community to ensure that game hunting is sustainable, safe and humane.

1.5 Our board

The GMA is accountable to the Minister for Agriculture and is governed by a Board. The Board's primary role is to ensure that the GMA fulfils its legislated functions effectively and complies with its governance framework.

The Board sets the strategic direction and business objectives of the GMA and ensures that these are consistent with the GMA's legislative and regulatory framework. This includes:

- setting and approving the strategic and annual business plans
- approving the GMA's annual report
- regularly reviewing major risks
- ensuring adequate risk management of all strategic business and operational risks
- providing recommendations to relevant Ministers
- reviewing internal financial and operational controls
- Chief Executive Officer (CEO) selection, appointment, succession planning and performance assessment
- oversight of the management of the GMA by the CEO to ensure effective operation and a culture of compliance and best practice business performance in all areas of operational, financial, human resources, risk management and asset management.

The Board has three committees: the Audit and Risk Management Committee, the Research Committee and the People and Culture Committee. Each year the board reviews the GMA's strategic direction including the Board's performance and committee structures.

The CEO manages the day-to-day operations of the GMA under the direction of the Board and is responsible for implementing the GMA's vision and delivering against the annual business plan.

1.6 Our people

The GMA recognises the importance of diversity and inclusion in the workplace. We prioritise the safety and wellbeing of our people and provide workplaces where everyone feels valued and respected.

We are organised into four main business functions to deliver the projects and programs identified in this plan.

Stakeholder and Hunting Programs

The Stakeholder and Hunting Programs Division is focused on developing hunting stakeholder relationships and providing advice, education, licensing and training to hunters to increase voluntary compliance. This team maintains working relationships with industry and supports other GMA functions to manage open and closed seasons for game species, conduct field research and enforce game hunting laws.

Compliance and Intelligence

The Compliance and Intelligence Division's operational context incorporates a range of government policy and community drivers. This includes: departmental compliance, policies and systems; legislation and regulations; Ministerial Statement of Expectations; Victorian community expectations; other government agencies and regulators; political; social; economic; resource protection and values.

The GMA is a risk-based, intelligence-led, outcomes-focused regulator with a strong emphasis on improved outcomes for the Victorian community.

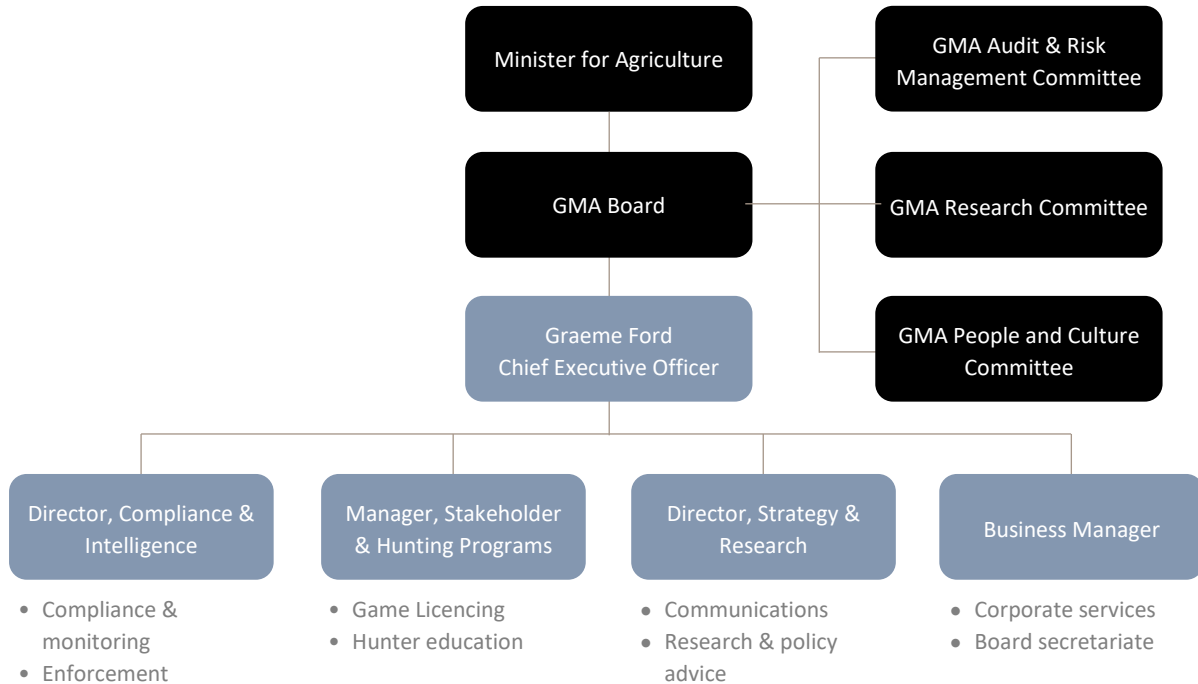
Strategy and Research

The Strategy and Research Division is responsible for developing advice for the Board and to government, providing communications and media services on behalf of the GMA, conducting and coordinating research, and monitoring the needs and performance of hunters, game harvesting and the impacts of hunting on game species.

Corporate Services

The Corporate Services Division supports the CEO in managing the day-to-day operations of the GMA, including finances, risk management, procurement, information technology, human resources, audits, assets and other corporate service functions. This team also assists in the operation of the Board and its committees by providing secretariat services.

1.7 Our organisation structure



1.8 Our stakeholders

Game hunting has broad social, economic, environmental and cultural impacts on the Victorian community.

The GMA has diverse stakeholder relationships. We are often tasked with developing workable solutions to meet the expectations of stakeholders that sometimes exist at opposite ends of philosophical and social spectrums in relation to hunting native and non-native species. We understand the importance of listening to the views of our stakeholders about approaches to ensure that game hunting is managed sustainably and responsibly. Building trusted, engaged and respectful relationships is at the core of everything we do.

Our primary stakeholder is the Minister for Agriculture. We work with a broad range of stakeholders including state and federal government agencies and other public-sector entities, Game Licence holders, and hunting, environment, animal welfare interest groups, Traditional Owners and the Victorian community.

We will continue to engage with our stakeholders through face-to-face meetings and workshops, attendance at shows, expos and demonstration days, interactions in the field, through our digital communication channels and written consultation.

1.9 Our partner agencies

Our key government partner agencies include Victoria Police, DJPR, PV, DELWP and the VFA.

1.10 Our focus

Our obligation under the *Game Management Authority Act 2014* is to promote sustainability and responsibility in game hunting in Victoria. We will act as a modern regulator and work closely with the Victorian Government, our partner agencies and hunters to ensure that they are aware of their responsibilities and obligations. We also work closely with communities across Victoria to promote responsibility and sustainability in game hunting and raise awareness of how to report illegal behavior including breaches to public safety and hunting laws.

We promote compliance with hunting laws and implement enforcement action where breaches are identified. By promoting compliance, we will ensure community safety and preserve the sustainability of game populations. The GMA continues to drive the RESPECT: Hunt Responsibly program with stakeholders to help ensure the community has confidence that game hunting is conducted in a sustainable and responsible manner.

The GMA Charter outlines our purpose, vision and five strategic goals that guide our business plans and the investment of our resources.

1.11 Our summary plan:

The following table is a summary of the goals, success areas and actions for 2022/23. Full details are in Section 5.

Deliver education programs that are based on evidence	Undertake research and monitoring to inform our decisions	Be recognised as an effective regulator	Deliver risk-based and intelligence-led compliance programs	Be a learning organisation with a continued commitment to safety and wellbeing of our staff
<p>Targeted and relevant education to hunters and stakeholder</p> <ul style="list-style-type: none"> Implement Education Strategy 2020/25 Continue to develop MyGL Develop and deliver products and tools to assist hunter education <p>New licensed game hunters understand game hunting laws and good hunting practices</p> <ul style="list-style-type: none"> Develop online education modules Revise and deliver online licence tests Research in-field game hunter testing requirements and practicality <p>Foster a culture of respect for ethical hunting and the hunting laws</p> <ul style="list-style-type: none"> Engage with industry and government Undertake education patrols and attend events Accredit education materials to international standard 	<p>Improve understanding of the ecology, population drivers and dynamics of native game species</p> <ul style="list-style-type: none"> Continue development of a modelling and monitoring program to inform AHM for waterfowl Stubble Quail ecology and biology Hog Deer abundance and distribution <p>Improve understanding of hunting game species populations and sustainable take</p> <ul style="list-style-type: none"> Monitor annual game harvest Investigate the impact of recreational deer hunting <p>Engage stakeholders to contribute to research on the impacts of hunting on game species populations</p> <ul style="list-style-type: none"> Invite hunters to participate to research Disseminate results <p>Improve understanding of hunting practices on the environment and the community</p> <ul style="list-style-type: none"> Investigate the impact of the use of lead shot Investigate hunter behaviors <p>Improved game animal welfare outcomes</p> <ul style="list-style-type: none"> Develop reduce wounding strategy Contribute to regulatory reform <p>Monitor international best practice</p> <ul style="list-style-type: none"> Provide relevant information, journal articles and research reports to the board and staff 	<p>Government has confidence in the work of the GMA</p> <ul style="list-style-type: none"> Deliver on SOE Work with other regulatory partners <p>Address community concern about unlawful hunting</p> <ul style="list-style-type: none"> Maintain processes for the reporting of illegal hunting <p>Equitable community and stakeholder engagement</p> <ul style="list-style-type: none"> Engage with key stakeholders Encourage stakeholders to report illegal hunting <p>Allied agencies understand the role of the GMA</p> <ul style="list-style-type: none"> Establish environmental regulators community of practice Establish formal partnerships Deliver and report on existing contract agreements <p>Transparent reporting</p> <ul style="list-style-type: none"> Determine relevant reporting metrics and publicise 	<p>Continuous improvement in compliance with game hunting laws</p> <ul style="list-style-type: none"> Strengthen voluntary compliance Game bird farms and hound accreditation compliance <p>Risk based intelligence led</p> <ul style="list-style-type: none"> Completing Intelligence Reports Statistical analysis to inform compliance activities Prioritise compliance operations according to risk Actively engage with partner agencies 	<p>Workplace safety and wellbeing is our priority</p> <ul style="list-style-type: none"> Safety first culture All hazards and near misses are recorded and reviewed <p>Focus on continuous improvement and challenge the status quo</p> <ul style="list-style-type: none"> One GMA Board and all staff planning day Mandatory training is up to date Professional development is supported <p>Business unit delivers its performance targets</p> <ul style="list-style-type: none"> Quarterly performance reporting <p>Staff satisfaction</p> <ul style="list-style-type: none"> Staff collaborate across divisions Staff complete the People Matters Survey <p>Continuous business improvement</p> <ul style="list-style-type: none"> Policies are up to date Expenditure is within budget IT systems meet the ongoing requirements of GMA

2 Our regulatory functions

Pursuant to Section 6 of the *Game Management Authority Act (Vic) 2014*, the functions of the GMA are to:

- a) perform the regulatory, investigative and disciplinary functions conferred on the GMA by or under this Act or any relevant law
- b) administer the scheme for issuing game licences under the *Wildlife Act 1975* in relation to hunting, taking or destroying game
- c) promote and monitor compliance with this Act or any relevant law in relation to game hunting
- d) investigate compliance with this Act and any relevant law in relation to game hunting
- e) develop operational plans and procedures addressing:
 - (i) the sustainable hunting of game animals
 - (ii) the humane treatment of animals that are hunted or used in hunting
 - (iii) strategies to minimise any negative impact on non-game wildlife, including protected and threatened wildlife
 - (iv) the conservation of wildlife habitats
- f) work with public land managers to improve the management of public land and facilities on public land where hunting is permitted
- g) promote sustainability and responsibility in game hunting
- h) monitor, conduct research and analyse the environmental, social and economic impacts of game hunting and game management
- i) make recommendations to relevant Ministers in relation to:
 - (i) game hunting and game management
 - (ii) the control of pest animals
 - (iii) declaring public land open or closed to game hunting, open and closed seasons and bag limits
 - (iv) the management of public and private land as it relates to game and their habitat.

The GMA has the powers necessary to exercise and perform its functions under its governing Act or any other relevant Act. The GMA is also subject to written directions provided by the Minister for Agriculture.

2.1 Our regulatory approach

Our regulatory approach is to work across the compliance spectrum from education and the provision of information to enforcement action. Where people wish to be compliant, the GMA will endeavour to assist them to achieve compliance; where deliberate non-compliance is a problem, the GMA will actively enforce the law.

The approach taken in these activities is risk-based targeting those areas of greatest risk for non-compliance and harm to the community. The GMA delivers its regulatory obligations by considering:

- our legislative requirements as provided for under the *Game Management Authority Act (2014)*, *Public Administration Act (Vic) 2004*, the *Wildlife Act 1975* and relevant regulations
- the Minister for Agriculture's Statement of Expectations, which elaborates on the requirement for the GMA to meet its statutory obligations in a manner that is consistent with Victorian Government policies and guidelines
- the GMA's Strategic Charter outlines the work and activities that will be performed by the GMA to meet its legislative obligations
- Our Policy Framework, which includes a range of policies and procedures that outline our core governance, actions and responsibilities.

3 Managing our risks

The GMA identifies, prioritises and mitigates risk through its Risk Management Framework, aligned to the Victorian Government Risk Management Framework. Embedded into the risk management process is an ongoing focus on key areas of strategic risk identified by the GMA Board, including:

- Occupational health and safety – ensuring that the GMA provides a workplace that cares for the physical and psychological health and safety of its staff.
- Governance – ensuring that the GMA operates in a way that meets the standards of diligence and probity expected of a government body.
- Statutory reporting – ensuring that the GMA meets its legislative and regulatory responsibilities.
- Reputation – ensuring that the GMA is effective, fair, consistent, transparent, meets community expectations and treats all private data with the strictest confidence and highest security.
- Financial – ensuring that the GMA manages its finances diligently and sustainably.
- Regulatory – ensuring that the GMA’s compliance and enforcement activities cover the breadth of the compliance spectrum from education for voluntary compliance, through to enforcement action. Enforcement is guided by intelligence and targeted at the activities posing the highest risk of harm. This approach will ensure compliance activities are conducted efficiently, consistently and effectively to reduce the likelihood and consequence of non-compliance.
- Stakeholder relationships – ensuring the GMA maintains effective relationships across government, stakeholders and the community.

Key areas identified above form the categories of the Strategic Risk Register, which includes controls/ mitigation strategies and a responsible person for managing each risk.

The Board considers the Strategic Risk Register at each meeting, approves amendments to the risk management framework and monitors the effectiveness of the risk management.

On an annual basis the Risk Appetite Statement (RAS) and the Strategic Risk Register is reviewed by the Board to ensure it remains current and enhanced, as required to comply with requirements under the Standing Directions 2018.

3.1 Risk in our operating environment

There are two significant macro level risks in the operating environment for game hunting:

- Social – the focus on hunting and the activism of those opposed to hunting will continue to challenge the community’s acceptance of hunting as a recreational and commercial activity.
- Environment – a changing climate is creating a set of challenges that, over time, are likely to impact on game species and game hunting practices. Reducing negative impacts on the environment and on human health caused by hunting is also important.

From the social perspective, there are some sections of the community that actively oppose game hunting. For game hunting to maintain a social licence, a well-regulated hunting community needs to demonstrate that hunting meets the broader Victorian community’s expectations of acceptable practice. The community expects that adverse animal welfare impacts are minimised and that hunters have the education and skill required to achieve this. The GMA is undertaking research and education to improve animal welfare outcomes and provide advice to government on areas of necessary regulatory reform. As the regulator, the GMA applies a compliance approach that aims to maximise voluntary compliance through educating and informing hunters of their legal obligations and good hunting practice. We also apply targeted enforcement action to effectively address breaches to hunting laws and regulations.

From the environment perspective, a drying climate and changes in land management practices are impacting on the range and abundance of game species. For native waterfowl and Stubble Quail, these changes appear to be negatively impacting populations. Managing the sustainability of native game duck and Stubble Quail hunting will require dedicated research to strengthen our scientific understanding of population dynamics and the direct relationship between populations and the environment. This will include gathering science-based evidence about the fluctuations of game duck and Stubble Quail populations in response to climatic conditions and the impact hunting has on populations. Minimising the risks associated with game hunting on non-game native species, particularly those that

are threatened or vulnerable, requires active management.

The challenge with deer is the possible risk of populations increasing to the point of causing increased environmental and economic damage. In this case, well-regulated hunting may be one valuable tool that could contribute to controlling deer populations.

Some materials used in hunting equipment can be a source of environmental pollution and impact on human health if not managed effectively. Plastics associated with gamebird hunting shotgun cartridges can pollute wetlands and waterways and pose a risk to other wildlife and act as a source of microplastics. Lead shot used in shotgun cartridges for Stubble Quail and non-indigenous gamebirds and lead in bullets used in deer hunting can be a source of environmental pollution, poison non-target species that consume lead from carcass remains or pose a threat to human health if ingested in game meat. The GMA will conduct research into some of these impacts, raise awareness among the hunting community and promote the use of more environmentally sensitive alternatives and provide advice to government on the need for regulatory reform where required.

4 Our performance framework

The Minister's Statement of Expectations is a key driver of our work, along with government election and budget commitments, and commitments contained in key government strategic documents, such as the Sustainable Hunting Action Plan.

These documents, together with the GMA's Charter, set the priorities to be addressed in our annual business plan. The GMA reports on its progress in its annual reports, which are tabled in Parliament and published on our website.

5 Our business plan

In fulfilling our statutory responsibilities, the GMA is guided by the five strategic goals, with supporting "key result" areas. These strategic goals are underpinned by our vision.

These strategic goals guide the investment of our resources into areas of priority. For each goal and key result area, we identify what success looks like, our performance indicators, strategies to achieve success and the timeframe for delivery.

The next section documents the GMA's business plan deliverables for the 2022/23 financial year through to 2024/25.

5.1 Our work program: 2022 to 2025

Goal 1		Deliver education programs that are based on evidence		
Key result		Our education programs are based on an understanding of hunter motivations for deliberate non-compliance and behaviors. They are designed and delivered on innovative and accessible platforms resulting in a measurable improvement in hunting standards and behavior.		
Performance Measure				
Success	Actions	2022/2023	2023/2024	2024/2025
We apply a strategic approach to delivering targeted and relevant education to hunters and stakeholders	1. Implement Education Strategy 2020-2025 to deliver education and training programs	<ul style="list-style-type: none"> All junior licence holders are provided with accessible and relevant material through a direct education package mailout Three major hunting and industry field-days/expos are attended Four major education events/patrols held >200 hunters engaged in-field 	<ul style="list-style-type: none"> Four major hunting and industry field-days/expos are attended Six major education events/patrols held >300 hunters engaged in-field 	<ul style="list-style-type: none"> Education Strategy is reviewed and remade, aligned with other GMA strategies, stakeholder and industry feedback and Ministerial directives. Four major hunting and industry field-days/expos are attended Six major education events/patrols held >300 hunters engaged in-field
	2. Ensure MyGL is contemporary allowing ease of access to licensing management and education modules	<ul style="list-style-type: none"> 65% of all Game Licence holders have an account with MyGL <0.02% of licence transactions are required to be processed outside of MyGL portal >150 enhancements and bug fixes are addressed Enhancements are made to LMS system to support launch of online educational modules 	<ul style="list-style-type: none"> 80% of all Game Licence holders have an account with MyGL <0.02% of licence transactions are required to be processed outside of MyGL portal 	<ul style="list-style-type: none"> 90% of all Game Licence holders have an account with MyGL <0.02% of licence transactions are required to be processed outside of MyGL portal
	3. Develop and deliver innovative products and tools that can assist and educate hunters	<ul style="list-style-type: none"> Four educational video clips are developed Interactive quiz and knowledge articles are included in all online education modules Increase of 20% from previous year of traffic to GMA's YouTube Channel 	<ul style="list-style-type: none"> Six educational video clips are developed Increase of 30% from previous year of traffic to GMA's YouTube Channel One education campaign is implemented to address a priority area of non-compliance 	<ul style="list-style-type: none"> Six educational video clips are developed Increase of 30% from previous year of traffic to GMA's YouTube Channel Commence development of education module for balloted Hog Deer hunters, to replace current face-to-face engagement
All new licensed game hunters in Victoria understand the game hunting laws and good hunting practices	1. Provide access to interactive education modules that inform hunters of expected behaviour and skills	<ul style="list-style-type: none"> 5% of total Game Licence holders access voluntary online education modules Implement an advertising strategy to promote access to the online education modules Two face-to-face introductory to game hunting sessions are held for new Game Licence holders 	<ul style="list-style-type: none"> 10% of total Game Licence holders access voluntary online education modules Game Hunting in Victoria manual is updated and re-formatted to support new online education modules and any regulatory changes Four face-to-face introductory to game hunting sessions are held for new Game Licence holders 	<ul style="list-style-type: none"> 100% of new Game Licence holders access voluntary online education modules, subject to regulatory change Six face-to-face introductory to game hunting sessions are held for new Game Licence holders

Goal 1 Deliver education programs that are based on evidence

Key result

Our education programs are based on an understanding of hunter motivations for deliberate non-compliance and behaviors. They are designed and delivered on innovative and accessible platforms resulting in a measurable improvement in hunting standards and behavior.

Success	Actions	Performance Measure		
		2022/2023	2023/2024	2024/2025
	2. Existing licence tests are revised and delivered through an interactive online platform	<ul style="list-style-type: none"> 100% of new duck hunters undertake e-learning prior to sitting a test Development of remote testing commences 	<ul style="list-style-type: none"> Remote testing for Waterfowl Identification Tests and Hound hunting Tests is implemented 	
	3. Develop and implement new Game Licence theory testing for all new licence holders, in consultation with stakeholders, for incorporation into new online platform	<ul style="list-style-type: none"> Nine online education modules are developed, with feedback from stakeholders, and launched on the LMS platform for access through MyGL 	<ul style="list-style-type: none"> Online education modules are updated to reflect any regulatory changes. Implement system changes to facilitate theoretical practical training 	<ul style="list-style-type: none"> All new Game Licence applicants complete online education and testing subject to regulatory change
	4. Requirements and practicality of delivering in-field testing of game hunters are researched	<ul style="list-style-type: none"> Pending review of <i>Wildlife (Game) Regulation 2012</i>. 	<ul style="list-style-type: none"> Work with industry to deliver proficiency testing model for different Game Licence types Implement system changes to facilitate mandatory practical training 	<ul style="list-style-type: none"> Deliver practical testing for all new Game Licence holders, subject to regulatory change
Foster a culture of respect for ethical hunting practices and the hunting laws.	1. Engage with industry and work across government to develop a positive game hunting culture	<ul style="list-style-type: none"> Twelve industry venues are attended by staff and provided with GMA educational material for dissemination to the public Partner with the Firearm Safety Foundation to develop a firearm basics online education module A minimum of two education events/patrols are conducted in partnership with other government agencies 	<ul style="list-style-type: none"> Sixteen industry venues are attended by staff and provided with GMA educational material for dissemination to the public Two education initiatives under the RESPECT: Hunt Responsibly program is launched A minimum of two education events/patrols are conducted in partnership with other government agencies 	<ul style="list-style-type: none"> Sixteen industry venues are attended by staff and provided with GMA educational material for dissemination to the public Two education initiatives under the RESPECT: Hunt Responsibly program is launched A minimum of four education events/patrols are conducted in partnership with other government agencies
	2. World-leading education programs that align with international standards and accreditation are produced	<ul style="list-style-type: none"> Formal partnerships / agreements are implemented with NSW, and Kalkomey (USA, Canada and NZ) to use interactive educational components, where appropriate 	<ul style="list-style-type: none"> A minimum of three online education modules are accredited with International Hunter Education Association 	

Goal 2 Undertake research and monitoring to inform our decisions

Key result

Our research, and the application of a growing knowledge base, helps ensure that hunting does not negatively impact native species populations, animal welfare, the environment and the community.

		Performance Measure		
Success	Actions	2022/2023	2023/2024	2024/2025
Improved understanding of the ecology, population drivers and dynamics of native game species	1. Continue development of a modelling and monitoring program to inform adaptive harvest management (AHM) for waterfowl	<ul style="list-style-type: none"> Conduct aerial and ground surveys to inform AHM population model and contribute to duck season deliberations Design and commence a waterfowl mortality and movement project to build complexity into the AHM population model Include double observers in EAWS to consider whether data can be incorporated into AHM Conduct a workshop with other jurisdictions and experts to explore opportunities for collaboration, efficiency gains and standardisation of processes and implement the outcomes when required and agreed Implement the Interim Harvest Model to inform duck season decisions 	<ul style="list-style-type: none"> Implement waterfowl abundance monitoring partnerships with interstate agencies Continue AHM aerial and ground surveys Continue waterfowl mortality and movement project Establish an expert panel to review the performance of the AMH population model Implement the Interim Harvest Model to inform duck season decisions 	<ul style="list-style-type: none"> Complete waterfowl mortality and movement project and use findings to build further complexity into AHM population model Continue AHM aerial and ground surveys Implement the AHM model to provide advice on how to achieve government harvest objectives
	2. Improve our understanding of Stubble Quail ecology and biology	<ul style="list-style-type: none"> Review approach to Stubble Quail population monitoring and adjust as necessary Implement Stubble Quail abundance and distribution monitoring program Implement quail wing collection program to study quail demographics 	<ul style="list-style-type: none"> Continue Stubble Quail abundance and distribution monitoring program Implement quail wing collection program to study quail demographics Partner with a university to use satellite and radio telemetry to monitor fine-scale movements, habitat use and refuge areas for Stubble Quail Commission experimental design of a program to model quail abundance and distribution in response to environmental drivers 	<ul style="list-style-type: none"> Continue Stubble Quail abundance and distribution monitoring program Implement quail wing collection program to study quail demographics
	3. Improve our understanding of Hog Deer abundance and distribution	<ul style="list-style-type: none"> Conduct surveys to determine Hog Deer distribution, abundance and population genetics 	<ul style="list-style-type: none"> Produce annual harvest reports for game birds and deer Undertake annual wing collection programs and include data in population models for ducks and quail 	<ul style="list-style-type: none"> Publish a technical report into the abundance, distribution and genetics of Victoria's Hog Deer population
Improved understanding of the impacts of hunting on game species populations and	1. Monitor annual game harvests	<ul style="list-style-type: none"> Produce annual harvest reports for game birds and deer Undertake annual wing collection programs and include data in population models for ducks and quail 	<ul style="list-style-type: none"> Produce annual harvest reports for game birds and deer Undertake annual wing collection programs and include data in population models for ducks and quail 	<ul style="list-style-type: none"> Produce annual harvest reports for game birds and deer Undertake annual wing collection programs and include data in population models for ducks and quail

Goal 2 Undertake research and monitoring to inform our decisions

Key result

Our research, and the application of a growing knowledge base, helps ensure that hunting does not negatively impact native species populations, animal welfare, the environment and the community.

		Performance Measure		
Success	Actions	2022/2023	2023/2024	2024/2025
sustainable take		<ul style="list-style-type: none"> Publish the findings of hound hunting metrics research 		
	2. Investigate the contribution of recreational deer hunting to population control	<ul style="list-style-type: none"> Conduct a workshop with experts and key stakeholders to establish the experimental design Commence seeking project approvals and permits 	<ul style="list-style-type: none"> Undertake field surveys 	<ul style="list-style-type: none"> Complete field surveys and commence data analysis
Engaged stakeholders contribute to building a better understanding of game species populations and the impacts of hunting	<ol style="list-style-type: none"> Invite hunters and other stakeholders to participate in existing/newly implemented research projects Disseminate results of research to stakeholders (via targeted comms, annual or biannual research forum or Webinars) 	<ul style="list-style-type: none"> Conduct harvest surveys of volunteer Game Licence holders Invite gamebird hunters to participate in wing collection programs Collect tissue samples from Hog Deer hunters for use in a genetic study Invite hound hunters to provide hound blood samples for lead intoxication research 	<ul style="list-style-type: none"> Game Licence holders and stakeholders involved in harvest surveys and wing collection programs 	<ul style="list-style-type: none"> Game Licence holders and stakeholders involved in harvest surveys and wing collection programs
Improved understanding of the impact of hunting practices on the environment and the community	<ol style="list-style-type: none"> Investigate the impacts / effects of the use of lead shot and bullets on game and other wildlife and consider the implications for human health Investigate the behaviours and actions of hunters and their impact on safe, sustainable and humane hunting 	<ul style="list-style-type: none"> Conduct research into the exposure of hunting dogs to lead poisoning by eating deer shot with lead bullets Conduct research into bone lead levels in black ducks and stubble quail Complete research into the efficacy of lead vs copper bullets for sambar deer hunting Develop and implement a plan to monitor and improve levels of hunter compliance Undertake research into the motivations of people for offending against the game hunting laws and use this information to inform approaches to education and enforcement 	<ul style="list-style-type: none"> Conduct research into the efficacy of lead vs non-lead bullets in Fallow Deer hunting Survey hunters to understand factors that contribute to wounding in hunting 	<ul style="list-style-type: none"> NA
Hunting of game animals is conducted sustainably, with improved animal welfare outcomes.	1. Develop strategies and plans to reduce wounding in game hunting	<ul style="list-style-type: none"> Finalise the draft waterfowl wounding reduction action plan and submit to government for consideration Waterfowl wounding monitoring program is improved and implemented following the first-year trial 	<ul style="list-style-type: none"> Implement relevant actions under the waterfowl wounding reduction action plan Waterfowl wounding monitoring program continues Develop and Stubble Quail wounding reduction action plan 	<ul style="list-style-type: none"> Waterfowl wounding monitoring program continues Develop a deer wounding reduction action plan Implement relevant actions under the waterfowl and quail wounding reduction action plans

Goal 2 Undertake research and monitoring to inform our decisions

Key result Our research, and the application of a growing knowledge base, helps ensure that hunting does not negatively impact native species populations, animal welfare, the environment and the community.

		Performance Measure		
Success	Actions	2022/2023	2023/2024	2024/2025
		<ul style="list-style-type: none"> Conduct research into shots fired per harvested duck Revise hunter harvest survey to include questions on perceived wounding losses for all game species 	<ul style="list-style-type: none"> Publication of at least one paper in a peer-reviewed research journal 	<ul style="list-style-type: none"> Publish a paper on the frequency of embedded pellets in game ducks in a peer-reviewed journal
	2. Contribute to regulatory reform to inform the safe, sustainable and humane hunting of game	<ul style="list-style-type: none"> Contribute to the development of replacement regulations for the Wildlife (Game) Regulations 2012 Contribute to the review of the <i>Wildlife Act 1975</i>, animal welfare legislation, public land legislation and Wildlife Regulations 2013 Develop education material / advice for hunters and stakeholders on any changed regulations 	<ul style="list-style-type: none"> Monitor and address levels of compliance with any changed legislation/ regulations Implement regulatory reforms as required in conjunction with responsible policy agencies 	<ul style="list-style-type: none"> Monitor and address levels of compliance with any changed legislation/ regulations Implement regulatory reforms as required in conjunction with responsible policy agencies
GMA monitors international developments in best practice approaches to hunting regulation and implements or leads in these	1. Environmental scanning to consider the need for policy or regulatory reform or improved practises	<ul style="list-style-type: none"> Provide biannual relevant information, journal articles, research reports or briefings to the Board and GMA staff Use local and international literature and experience to inform policy advice to government 	<ul style="list-style-type: none"> Provide biannual relevant information, journal articles, research reports or briefings to the Board and GMA staff Use local and international literature and experience to inform policy advice to government 	<ul style="list-style-type: none"> Provide biannual relevant information, journal articles, research reports or briefings to the Board and GMA staff Use local and international literature and experience to inform policy advice to government

Goal 3		Be recognised as an effective regulator		
Key result		In partnership with the community and other agencies, we deliver on our statutory obligations with integrity and transparency.		
		Performance Measure		
Success	Actions	2022/2023	2023/2024	2024/2025
Government has confidence in the work of the GMA	<ol style="list-style-type: none"> GMA meets requirements of Statement of Expectations (SoE) Work with our regulatory partners and build relationships to extend our reach and impact on illegal hunting 	<ul style="list-style-type: none"> Nil variances from SoE 10 GMA led operations have inter-agency support 6 multi-agency operations (not led by the GMA) 	<ul style="list-style-type: none"> Nil variances from SoE. 12 GMA led operations have inter agency support 8 multi agency operations (not led by the GMA) 	<ul style="list-style-type: none"> Nil variances from SoE. 14 GMA led operations have inter agency support 10 multi agency operations (not led by the GMA)
Community concern about unlawful hunting activities reduces	<ol style="list-style-type: none"> Maintain process for the reporting of illegal hunting 	<ul style="list-style-type: none"> Continue and review the report illegal hunting advertising campaign, including the number and quality of reports provided to the GMA website Review the effectiveness of how the community can report illegal hunting to the GMA 	<ul style="list-style-type: none"> Using our intelligence holdings, target areas of known high-risk non-compliance 	<ul style="list-style-type: none"> Review the effectiveness of the report illegal hunting campaign (is it still effective/ alternative options?)
The community is satisfied with the GMA's provision of information and with their engagement experience	<ol style="list-style-type: none"> Continue to engage with stakeholder to inform improved stakeholder engagement 	<ul style="list-style-type: none"> Facilitate consultation with significant stakeholders in line with the stakeholder engagement strategy Continue to record interactions on the Stakeholder register and report key themes to the Board. Undertake stage 2 of the stakeholder sentiment survey by surveying regional communities to understand their perceptions of GMA's performance and revise the stakeholder engagement implementation plan accordingly 	<ul style="list-style-type: none"> The GMA's reputation as an effective regulator is monitored 	<ul style="list-style-type: none"> Review and revise the stakeholder engagement strategy
Stakeholders from all perspectives are treated equally	<ol style="list-style-type: none"> Stakeholders from across the spectrum of views on game hunting are effectively engaged Engage with regional communities Encourage stakeholders to report illegal activity 	<ul style="list-style-type: none"> Traditional owners are surveyed for the effectiveness of GMA's engagement. GMA is an active member of DJPR's Traditional Owner Engagement Community of Practice Conduct 6 regional forums where the community is invited to attend 75% of regional communities surveyed are satisfied with the GMA's activities Conduct 3 introductory meetings with regional shires, where game hunting is significant, to better understand local game hunting issues 	<ul style="list-style-type: none"> Recommendations from the review of Traditional Owner engagement are implemented GMA implements Traditional Owner Engagement Framework in-line with DJPR Conduct 10 regional forums where the community is invited to attend Community roadshows conducted highlighting the effectiveness of community reports Conduct 3 introductory meetings with regional shires, where game hunting is significant, to better understand local game hunting issues 	

Goal 3 Be recognised as an effective regulator

Key result In partnership with the community and other agencies, we deliver on our statutory obligations with integrity and transparency.

Success	Actions	Performance Measure		
		2022/2023	2023/2024	2024/2025
Allied agencies understand the GMA's role	1. Establish a high-level environment regulators community of practice	<ul style="list-style-type: none"> NRM regulators forum meets a minimum of twice yearly 	<ul style="list-style-type: none"> NRM regulators forum meets quarterly 	<ul style="list-style-type: none"> Review the effectiveness of the NRM regulators forum
	2. Establish partnership agreements confirming GMA's role and responsibilities	<ul style="list-style-type: none"> Review and revise the remaining 50% previously signed partnership agreements 	<ul style="list-style-type: none"> Identify further opportunities to put in place formal partnership agreements with partner agencies 	<ul style="list-style-type: none"> Review and revise existing partnership agreements (SLA's/ MOUs, etc)
	3. Deliver and report on existing contract agreements (Kangaroo Harvesting Program and Forest Protest Management Program)	<ul style="list-style-type: none"> Finalise the agreement with DELWP on the arrangements for conducting the Priority Waterbird Count for 2023 and beyond 		
Transparent reporting on metrics is provided to the community	1. In consultation with stakeholders determine relevant reporting metrics, which are publicly available	<ul style="list-style-type: none"> Aim to achieve at least 75% community satisfaction for the reporting period 	<ul style="list-style-type: none"> Review the reporting dashboard to ensure it is meeting community expectations 	<ul style="list-style-type: none"> Review appropriateness of reporting metrics, and amend as required

Goal 4 Deliver risk-based and intelligence-led compliance programs

Key result Improve compliance outcomes using a risk-based approach delivered in partnership with the community and other agencies.

		Performance Measure		
Success	Actions	2022/2023	2023/2024	2024/2025
Continuous improvement in compliance with game hunting laws	<ol style="list-style-type: none"> Strengthen voluntary compliance through targeted activities in line with our compliance strategy/ priorities Game Bird Farms and compliance of hounds with breed standards are audited annually 	<ul style="list-style-type: none"> 100% of the game bird farms are inspected/ audited A random sample of hounds are assessed to ascertain whether they confirm with the appropriate standards Review hound assessor’s capability to correctly assess hound breeds. Consideration for specific offences (i.e., lead shot during duck season) hunter’s game licences suitability will be reviewed and actioned where appropriate. 	<ul style="list-style-type: none"> Review the progress of the implementation of previous recommendations made for game bird farms 100% of the game bird farms are inspected/ audited A random sample of hounds are assessed to ascertain whether they confirm with the appropriate standards Review hound assessor’s capability to correctly assess hound breeds. Consideration for specific offences (i.e., lead shot during duck season) hunter’s game licences suitability will be reviewed and actioned where appropriate. 	<ul style="list-style-type: none"> 100% of the game bird farms are inspected/ audited A random sample of hounds are assessed to ascertain whether they confirm with the appropriate standards Review hound assessor’s capability to correctly assess hound breeds. Consideration for specific offences (i.e., lead shot during duck season) hunter’s game licences suitability will be reviewed and actioned where appropriate.
Compliance operations are driven by intelligence with priority given to activities likely to cause the greatest risk to the community	<ol style="list-style-type: none"> Drive a culture of capturing and committing information and intelligence to Information Reports (IRs) Statistical analysis of IRs drives compliance operations GMA compliance activities are prioritised according to the level of risk Partner agencies are actively engaged when targeting the highest levels of risk (i.e., illegal spotlighting) 	<ul style="list-style-type: none"> 10% increase in IRs submitted 10 operations targeting the highest level of risk (i.e., illegal spotlighting) are undertaken >50 proactive patrols are undertaken (based on intelligence) Seizure of equipment, including vehicles/ firearms, etc is reported publicly Game licences are suspended/ cancelled where appropriate Major operations like duck season opening week have adequate surge staff availability from partner agencies Where appropriate, continue to share intelligence with partner agencies. 	<ul style="list-style-type: none"> 10% increase in IR’s submitted 12 operations targeting the highest level of risk (i.e., illegal spotlighting) are undertaken >60 proactive patrols are undertaken (based on intelligence) Seizure of equipment, including vehicles/ firearms, etc is reported publicly Game licences are suspended/ cancelled where appropriate Major operations like duck season opening week have adequate surge staff availability from partner agencies Where appropriate, continue to share intelligence with partner agencies. 	<ul style="list-style-type: none"> 10% increase in IR’s submitted 14 operations targeting the highest level of risk (i.e., illegal spotlighting) are undertaken >70 proactive patrols are undertaken (based on intelligence) Seizure of equipment, including vehicles/ firearms, etc is reported publicly Game licences are suspended/ cancelled where appropriate Major operations like duck season opening week have adequate surge staff availability from partner agencies Where appropriate, continue to share intelligence with partner agencies.

Goal 5 Be a learning organisation with a continued commitment to the safety and wellbeing of our staff.

Key result We have a safe workplace. Our staff are skilled professionals that are encouraged to innovate and do things better.

		Performance Measure		
Success	Actions	2022/2023	2023/2024	2024/2025
Workplace safety and wellbeing is a priority	<ol style="list-style-type: none"> Maintain an effective 'safety first' culture including mental and physical wellbeing All hazards and incidents/near misses are recorded, and hazards are considered for rectification/learning 	<ul style="list-style-type: none"> Lost time due to injury (including wellbeing issues) less than 5 days per annum. No substantiated reports of bullying or harassment People and Cultural Committee attend one regional office to understand on-ground Health, Safety and Wellbeing issues Annual Safety Committee report to all staff on outcomes of incident reporting. 	<ul style="list-style-type: none"> Lost time due to injury (including wellbeing issues) less than 5 days per annum. No substantiated reports of bullying or harassment The Health, Safety and Wellbeing Audit recommendations from 2021 reviewed to ensure they are embedded into practice. People and Cultural Committee attend one regional offices Annual Safety Committee report to all staff on outcomes of incident reporting. 	<ul style="list-style-type: none"> Lost time due to injury (including wellbeing issues) less than 5 days per annum. No substantiated reports of bullying or harassment People and Cultural Committee attend two regional offices to understand on-ground Health, Safety and Wellbeing issues Annual Safety Committee report to all staff on outcomes of incident reporting.
GMA adopts a culture of continuous improvement and challenges status quo	<ol style="list-style-type: none"> Conduct biannual Board and staff planning day to ensure strategies are aligned with appropriate actions Programs to drive a 'One GMA' culture are implemented Staff are appropriately qualified and trained to perform their roles and are supported in professional development opportunities 	<ul style="list-style-type: none"> 60% of staff undertake professional development All staff mandatory training is complete and current Program to recognise staff demonstrating GMA values Staff survey of One GMA shows 85% satisfaction 	<ul style="list-style-type: none"> 60% of staff undertake professional development All staff mandatory training is complete and current Program to recognise staff demonstrating GMA values. Staff survey of One GMA shows 90% satisfaction 	<ul style="list-style-type: none"> 60% of staff undertake professional development All staff mandatory training is complete and current Program to recognise staff demonstrating GMA values. Staff survey of One GMA shows 90% satisfaction
Each business unit measures and meets its performance targets	<ol style="list-style-type: none"> Develop a quarterly performance report to the Board, to monitor and evaluate the progress of each business unit 	<ul style="list-style-type: none"> Ensure each business unit's performance target is embedded in annual work plan Divisions are meeting 90% of agreed performance targets 	<ul style="list-style-type: none"> Ensure each business unit's performance target is embedded in annual work plan Divisions are meeting 90% of performance targets 	<ul style="list-style-type: none"> Ensure each business unit's performance target is embedded in annual work plan Divisions are meeting 90% of performance targets
High-level of staff job satisfaction	<ol style="list-style-type: none"> Staff collaborate well across different business units Encourage staff to complete the annual People Matter Survey 	<ul style="list-style-type: none"> People Matter Survey results show 85% staff satisfaction Less than 10% staff annual turnover 	<ul style="list-style-type: none"> People Matter Survey results show 90% staff satisfaction Less than 10% annual turnover 	<ul style="list-style-type: none"> People Matter Survey results show 90% staff satisfaction Less than 10% annual turnover
Continuous business improvement	<ol style="list-style-type: none"> Policies are up to date, in accordance with current Government guidelines and accessible by all staff electronically Expenditure is within approved budget IT systems meet the ongoing requirements of GMA 	<ul style="list-style-type: none"> Policy and SOP Reviews are up to date Budget monitoring Internal Audit recommendations are implemented within agreed timeframes Online and in person IT / apps training provided to staff Internal and external websites are up to date and fit for purpose 	<ul style="list-style-type: none"> Policy and SOP Reviews are up to date Budget monitoring Evaluation of the implementation of audit recommendations Review adequacy of IT hardware 	<ul style="list-style-type: none"> Policy and SOP Reviews are up to date Budget monitoring IT hardware is up to date

6 2022/23 Budget

The GMA has prepared its forecast budget for 2022/23 based on delivering those actions, projects and programs identified in Section 5 Our work program and to support its operation as an independent statutory authority.

6.1 Financial risks and implications of financial projections

The 2023/23 budget has been prepared with consideration given to delivering the work program and the continued implementation of several reforms across its operations. The GMA is not reliant on funding through the revenue collected on game licences and therefore would not anticipate any financial risks in relation to forecast revenue. However, the coronavirus (COVID-19) is impacting all areas of Government and increases the uncertainty of forward revenue streams.

A majority of the GMA's operating expenses relate to staff salaries and associated staff cost.

The GMA implemented an online Game Licence System (MyGL) in 2021. This was a significant investment which involved years of planning, development and testing. Since its launch, the GMA continues to enhance MyGL with eLearning modules and regular application and security updates to ensure the system is robust. Ongoing expenses associated with MyGL are monitored through reporting provided to the Board and are spent within the approved budget, there is no significant risk expected with ongoing system maintenance.

In 2022/23 a significant investment will be committed to research, as well as actions identified under the Sustainable Hunting Action Plan (SHAP 2).

Our budget will provide for the following:

- Transparent best practice governance and delivery of the GMA's functions as described in the *Game Management Authority Act 2014*
- Compliance with all requirements of the *Public Administration Act 2004* and the *Financial Management Act 1994* (the FMA Act) and the Department of Treasury and Finance's Standing Directions 2018 (updated March 2021)
- External audits under the direction of the Victorian Auditor General's Office and the appointment of internal auditors as required under the *FMA Act*
- Meeting legal obligations in relation to the health and safety of our staff and community safety
- Advice to Ministers on game hunting and game management matters
- Mitigating all risks identified by the GMA against the Victorian Government Risk Management Framework
- Ongoing maintenance and regular updates to the online Game Licence system
- Research to develop greater understanding of environmental impacts from game hunting, data analysis and stock assessments
- Compliance activities, including surveillance, intelligence, inspections, audits and education
- Game Licence Test Education module
- Equipping staff with the necessary equipment and training to undertake their duties, including ongoing investment in new technology to improve the efficiency and effectiveness of staff operating in the field

6.2 Savings and service delivery improvements

The GMA continues to apply cost effective options in regional office accommodation to reduce its operating costs and improve service delivery and working conditions for staff.

Operating Statement	2021/22 Budget	2021/22 (Forecast)	2022/23 Budget
Grants and other income	8,856,981	8,500,500	8,856,981
Interest on Reserves	29,252	18,400	14,840
Total Revenue	8,886,233	8,518,900	8,871,821
Employee Related Expenses	4,770,309	5,000,000	5,060,000
Communications	100,000	25,000	100,000
General Expenses	250,000	240,000	250,000
IT Expenses	529,000	440,000	285,000
IT Education (annual licence)	80,000	75,000	80,000
Game Licensing System (annual licence)	244,000	244,000	244,000
Occupancy and Property Holding Costs	235,000	235,000	230,000
Office Expenses	236,150	160,000	160,000
Telecommunications	42,000	55,000	60,000
Personal & Travel Costs	106,500	70,000	80,000
Purchase of Services from Government	363,000	375,000	400,000
Staff Related Expenses	146,040	170,000	120,000
Vehicle & Equipment Expenses	216,509	325,000	260,000
Interest Expenses	30,000	37,000	40,000
Other expenses	15,000	15,000	20,000
Sub-Total	7,363,508	7,466,000	7,389,000
Amortisation	155,000	155,000	155,000
Depreciation	525,000	495,000	525,000
Agency staff, Contractors, Consultancies	32,000	40,000	110,000
Research Projects	648,400	505,000	1,266,000
Total Expenses	8,723,908	8,661,000	9,445,000
Net Result	162,325	-142,600	-573,179

6.3 Mitigation strategies to manage the budget

The GMA has established a financial reserves policy, which ensures the GMA holds a minimum financial reserve at a prudent level that meets the requirements of the fiscal responsibility of Directors in maintaining an ability to pass a 'going concern' test. This is to ensure that the GMA has sufficient financial reserves to cover outstanding financial commitments and obligations. The appropriate level of financial reserves will be reviewed twice per year and where the current reserves are outside of a negative 10 per cent variance of financial obligations, steps will be taken to bring the variance back into compliance with the policy. For example, if reserves fall below the target range, the GMA will take action to cut costs and/or increase revenue.

The GMA has an Audit and Risk Management Committee (A&RMC) to assist the Board in its governance, risk management and financial reporting responsibilities. The A&RMC provides oversight and review, and makes recommendations to the Board in relation to:

- overall policy direction of the audit compliance and risk management function
- effective management of financial and non-financial risks as directed by the board
- compliance with relevant laws, regulations and codes
- compliance with the Authority's policies
- timely, accurate and reliable financial reporting
- reviewing the external auditors annual report and management letter; and
- reviewing and monitoring the internal control framework.

The A&RMC meets a minimum of five times a year and reviews the CFO's financial report prior to Board approval. Questions raised by members of the A&RMC are addressed and resolved if required, prior to the Board approving financial reports.

In addition, regular management reports are provided to the GMA executives and the Senior Management Team. Any identified budget risks are highlighted in consultation with the CEO and A&RMC to enable appropriate planning. Mitigation strategies are also developed to prevent further escalation of budget risks.

6.4 Four-year budget forecast

In 2019-20, GMA received \$6 million over four years from Government to increase our workforce by 30% to greater expand our footprint and serve the community across Victoria.

The forecast revenue takes into consideration expiry of operational funds provided by Government (\$1.5 million over four years from 2019-20 to 2022-23) and expiry of additional services provided by GMA under a Service Level Agreement, such as Forest Protest Management.

The proposed expenses in the forecast years are reduced to reflect the decreased income in 2023-24 to 2025-26. The assumption in the outyears mainly relates to reduction in employee related expenses, domestic travel and general operational costs if operational funds were not renewed.

The following tables provide the four-year budget projection, financial position and cash position based on the GMA's current approved funding allocation.

Deficit budgets have been prepared for the next four years as reserves are drawn down to the level established under the Reserves Policy.

Operating Statement	Four Year Budget Projection			
	2022/23	2023/24	2024/25	2025/26
Grants and other income	8,856,981	6,056,886	5,623,315	5,623,315
Interest on Reserves	14,840	14,131	13,504	12,968
Total Revenue	8,871,821	6,071,017	5,636,819	5,636,283
Employee Related Expenses	5,060,000	3,343,000	3,126,000	3,126,000
Communications	100,000	100,000	100,000	100,000
General Expenses	250,000	203,500	157,000	110,500
IT Expenses	285,000	285,000	285,000	285,000
IT Education (annual licence)	80,000	80,000	80,000	80,000
Game Licensing System (annual licence)	244,000	244,000	244,000	244,000
Occupancy and Property Holding Costs	230,000	230,000	230,000	230,000
Office Expenses	160,000	150,000	150,000	150,000
Telecommunications	60,000	60,000	60,000	60,000
Personal & Travel Costs	80,000	33,500	33,500	33,500
Purchase of Services from Government	400,000	326,000	326,000	326,000
Staff Related Expenses	120,000	73,500	27,000	27,000
Vehicle & Equipment Expenses	260,000	260,000	260,000	260,000
Interest Expenses	40,000	40,000	40,000	40,000
Other Expenses	20,000	10,000	5,000	5,000
Sub-Total	7,389,000	5,438,500	5,123,500	5,077,000
Amortisation	155,000	155,000	155,000	155,000
Depreciation	525,000	525,000	525,000	525,000
Agency staff, Contractors, Consultancies	110,000	110,000	110,000	110,000
Research Projects	1,266,000	482,000	322,000	822,000
Total Expenses	9,445,000	6,710,500	6,235,500	6,189,000

Balance Sheet	Four Year Financial Position Projection			
	2022/23	2023/24	2024/25	2025/26
Assets				
Financial assets				
Cash and deposits	7,420,118	7,065,636	6,751,954	6,484,238
Receivables	750,093	750,093	750,093	750,093
Total financial assets	8,170,211	7,815,729	7,502,047	7,234,331
Non-financial assets				
Right of use- office lease	708,293	602,083	570,163	570,163
Game Licensing System	1,783,345	1,486,121	1,188,897	1,188,897
Office Fit out	398,140	312,739	227,338	141,937
Plant and equipment (inc MV)	746,941	486,781	226,621	226,621
Total non-financial assets	3,636,719	2,887,723	2,213,018	2,127,617
Total assets	11,806,930	10,703,452	9,715,065	9,361,948
Liabilities				
Right of use- office lease	728,029	580,377	426,918	426,918
Payables	1,140,000	1,140,000	1,140,000	1,140,000
Borrowings	270,564	186,128	101,692	101,692
Provisions	1,331,465	1,471,465	1,611,465	1,611,465
Total liabilities	3,470,058	3,377,970	3,280,075	3,280,075
Net assets	8,336,872	7,325,483	6,434,990	6,081,873
Equity				
Accumulated surplus	8,336,872	7,325,483	6,434,990	6,081,873
Net worth	8,336,872	7,325,483	6,434,990	6,081,873

Cashflow Statement	Four Year Cash Position Projection			
	2022/23	2023/24	2024/25	2025/26
Cash flows from operating activities				
Receipts received Government	8,856,981	6,056,886	5,623,315	5,623,315
Interest received	14,840	14,131	13,504	12,968
Payments to suppliers and employees	-8,765,000	-6,030,500	-5,555,500	-5,509,000
Net cash inflows/ (used in) operating activities	106,821	40,517	81,319	127,283
Cash flows from investing activities				
Purchases of non-financial assets	-244,703	-80,000	-80,000	-80,000
Net cash flows from/ (used in) investing activities	-244,703	-80,000	-80,000	-80,000
Cash flows from financing activities				
Repayment of financial and accom leases	-315,000	-315,000	-315,000	-315,000
Net cash inflow from / (used in) financing activities	-315,000	-315,000	-315,000	-315,000
Net increase/(decrease) in cash held	-452,882	-354,483	-313,681	-267,717
Cash at beginning of financial year	7,873,000	7,420,118	7,065,636	6,751,954
Cash at end of financial year	7,420,118	7,065,636	6,751,954	6,484,238

