Game Management Authority
Annual Business Plan
2019 - 20

Game
Management
Authority

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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) 2019-20 Annual Business Plan.

The Government has provided an additional $1.5 million per annum for the next four financial years to enable a number of reforms across the GMA operations. This funding enabled a significant boost in both the compliance and research capability of the GMA as well as enable additional purchase of vehicles and equipment.

The new structure of the organisation which aims to strengthen compliance, intelligence capability and the development of a risk-based approach to compliance was enacted on 6 March 2019. It will also see the GMA work harder and closer with stakeholders to ensure that knowledge, not only of the law but also of responsible hunting practices, is widely embedded across the hunting community.

The GMA has established a specific division with a focus on strategy and research. This division will be responsible for delivering factual and robust information on the abundance and distribution of game species, drivers of hunter behaviour and the impact of hunting on game species. This will provide the best possible basis for the GMA Board to make decisions and for advice provided to government. The government's commitment to finalise development of an adaptive harvest model to inform duck hunting arrangements is welcomed and will bring a rigorous and evidence-based approach to setting the annual season arrangements.

The GMA has finalised its tender process and selected a provider to develop a new Game Licensing System. A long planning and thorough tender process was undertaken to ensure that the new licensing system will provide contemporary capabilities that hunters and the GMA require now and into the future. The system will be a significant investment, in the order of $3 million over four years, which will come from the reserves the GMA has set aside for this purpose. The build and testing phase will take more than twelve-months, so we can expect a launch in time for 2021 licence renewals.

In addition to detailing budget forecast, this business plan also outlines the activities that the GMA will focus on for the next three years. There is a specific focus on implementing the twenty-six recommendations of the 2017 Pegasus Report into the GMA's compliance capacity, capability and operating environment that were supported by the GMA Board. This will position the GMA to deliver effectively against its statutory responsibility to 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

Our purpose is:

"We regulate through education, research and enforcement to achieve sustainable and responsible game hunting in Victoria."

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.

The GMA is only one of the government entities involved in managing game and game hunting in Victoria. Under the *Game Management Authority Act 2014*, the GMA is responsible for:

•	issuing Game Licenses, 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 together 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), Victoria Police, and the community to ensure that game hunting is sustainable, safe and humane.

1.2 Our Vision

Our vision is:

"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 values are:

- *We respect each other – and the commitment of all our stakeholders to their work and their causes. This value is evident in the quality and diversity of our relationships with each other and with our stakeholders*

- *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 outputs.*

1.4 Our Focus

The GMA is evolving. The GMA was established in July 2014 and is committed to continuous improvement through the following activities:

- appointing more staff

- restructuring to create appropriately themed business streams

- focusing on delivering strategic risk-based and intelligence-led compliance

- educating the hunting community in best practice hunting

- increasing our efforts in research to ensure that objective and scientific led research informs the Victorian government.

As part of implementing change the GMA has developed a new GMA Charter with revised vision and purpose statements, as well as, five-year strategic goals to guide this and future business plans and the investment of our resources.

Our obligation under the *Game Management Authority Act 2014* is to promote sustainability and responsibility in game hunting in Victoria. We will continue to work closely with government, our partner agencies and the community and hunters to ensure that they are aware of their responsibilities and obligations. We will promote compliance with the hunting laws and implement enforcement action where breaches are identified. This is to ensure that community safety is in no way compromised and to preserve the sustainability of game and wildlife populations. The GMA will continue to drive the RESPECT: Hunt Responsibly program with partner agencies to ensure the community has confidence that game hunting is conducted in a sustainable and responsible manner.

1.5 Our Key Stakeholders

Game hunting has broad social, economic, environmental and cultural impacts on the Victorian and Australian communities. Game hunting is an activity that has a number of different stakeholder groups taking an active, and often opposing interest in the practice. Therefore, we need to understand the community's views on how to ensure that game hunting is managed sustainably and responsibly. Building trusting, engaged and respectful relationships is important to achieve this.

We work with a range of stakeholders from state and federal government agencies and other public-sector entities, game license holders, hunting, conservation, animal welfare interest groups, and traditional owners. Our key government partner agencies include Victoria Police, DJPR, PV and DELWP and the Victorian Fisheries Authority. Our key community stakeholders include the Australian Deer Association, Sporting Shooters Association of Australia (Vic), Field and Game Australia, Victorian Hound Hunting Inc, BirdLife Australia, RSPCA (Vic) Animals Australia and other community groups interested in aspects of game hunting.

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, via our social media channels and through written consultation.

1.6 Our Structure

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 Authority fulfils its legislated functions effectively and complies with its governance framework.

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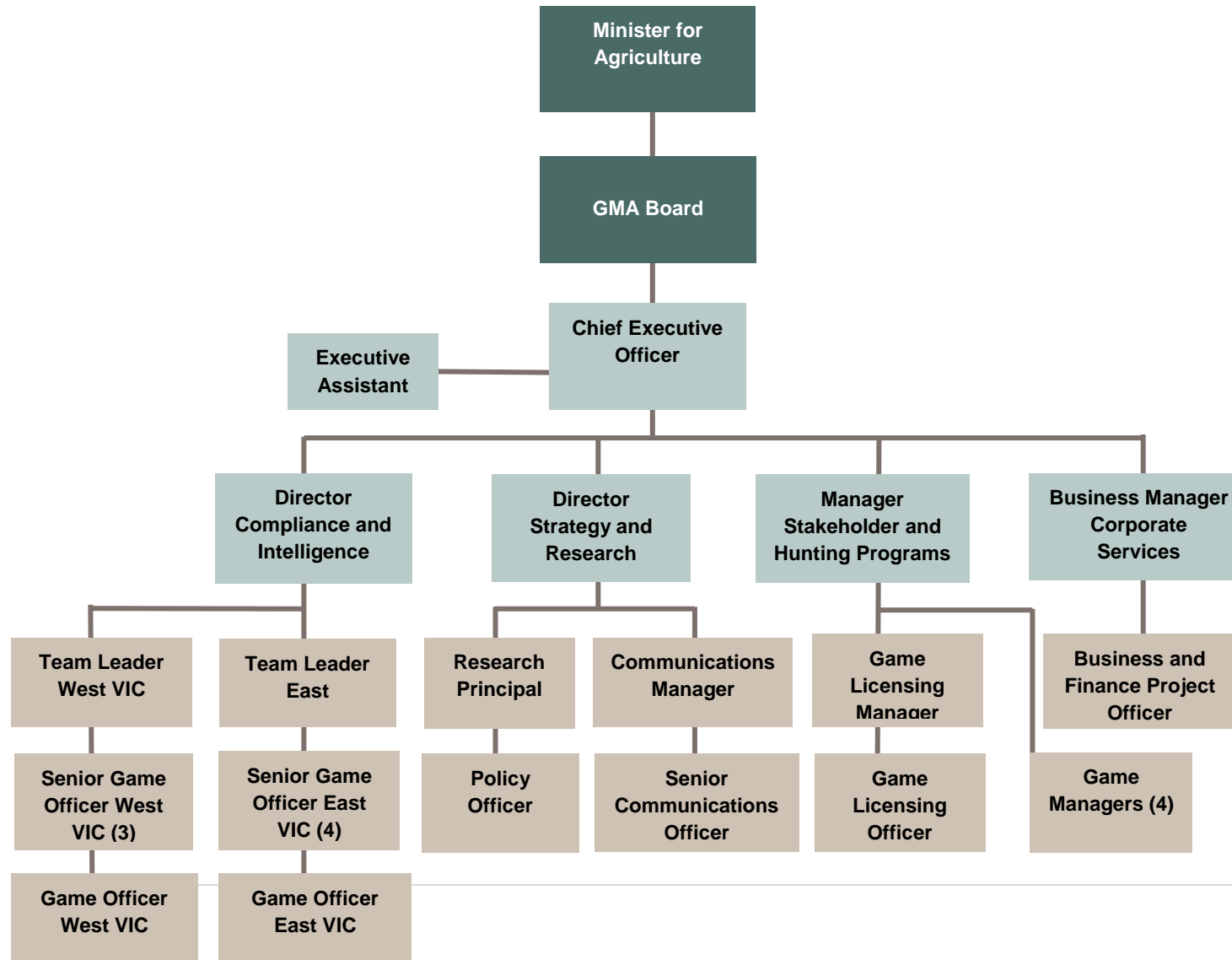
This includes:

- setting and approving the strategic and annual business plans

- approving the Authority's annual report

- regularly reviewing the Authority's major high-risk policies

- 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 sub-committees: Audit and Risk Management Committee, Research Committee and Stakeholder Engagement and Communications Committee. More information on the Board can be found at www.gma.vic.gov.au

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.

Organisational Structure

- **Minister for Agriculture**
  - **GMA Board**
    - **Chief Executive Officer**
      - **Executive Assistant**
      - **Director Compliance and Intelligence**
        - **Team Leader West VIC**
          - **Senior Game Officer West VIC (3)**
            - **Game Officer West VIC**
        - **Team Leader East**
          - **Senior Game Officer East VIC (4)**
            - **Game Officer East VIC**
      - **Director Strategy and Research**
        - **Research Principal**
          - **Policy Officer**
        - **Communications Manager**
          - **Senior Communications Officer**
      - **Manager Stakeholder and Hunting Programs**
        - **Game Licensing Manager**
          - **Game Licensing Officer**
      - **Business Manager Corporate Services**
        - **Business and Finance Project Officer**
        - **Game Managers (4)**

1.7   Our People

The GMA is organised into four business functions to deliver the projects and programs identified in the business plans.

Stakeholder and Hunting Programs

This division is primarily responsible for issuing Game Licenses and related testing and, educating and informing hunters on how to hunt legally and responsibly in Victoria. It 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

This division develops and implements statewide compliance plans, strategies, policies and procedures and undertakes compliance operations to address non-compliance with hunting laws under the *Wildlife Act 1975*. The Compliance and Intelligence team works with partner agencies, particularly Victoria Police, Parks Victoria, DJPR and DELWP.

Strategy and Research

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

Corporate Services

This business management functions supports the CEO in managing the day to day operations of the GMA, particularly financial and other corporate service functions. It also assists in the operation of the Board and its committees by providing secretariat and other services.

The transition to the new organisational structure took effect on Wednesday, 6 March 2019 when changes in reporting lines and divisional structures took place.

2   Our Regulatory Functions

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

a)   to perform the regulatory, investigative and disciplinary functions conferred on the Authority by or under this Act or any relevant law

b)   to administer the scheme for issuing game licenses under the *Wildlife Act 1975* in relation to hunting, taking or destroying game

c)   to promote and monitor compliance with this Act or any relevant law in relation to game hunting

d)   to investigate compliance with this Act and any relevant law in relation to game hunting

e)   to 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)   to work with public land managers to improve the management of public land and facilities on public land where hunting is permitted

g) to promote sustainability and responsibility in game hunting

h) to monitor, conduct research and analyse the environmental, social and economic impacts of game hunting and game management

i) to 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 any written directions provided by the Minister.

3   Managing Our Risks

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

- 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

- Occupational Health and Safety – Ensuring that GMA provides a workplace that cares for the physical and psychological health of people.

- Reputation – Ensuring that GMA is effective, fair, consistent, transparent, meets community expectations and treats all private data with the strictest confidence and highest security.

- Financial – Ensuring the GMA manages its finances diligently and sustainably.

- Regulatory – Ensuring the GMA's compliance and enforcement activities are conducted efficiently, consistently and effectively and reduce the likelihood and consequence of non-compliance.

- Stakeholder Relationships – Ensuring the GMA maintains effective relationships and communications across government, stakeholders and the community.

4   Risk in our Operating Environment

There are two significant macro level risks in the operating environment for game hunting. Socially, the focus on hunting and the activism of those opposed to the activity will continue to challenge the community's acceptance of the recreational and commercial activity. A changing climate is creating another set of challenges that over time are likely to impact on the hunting practices.

Game hunting is an activity that sections of the community actively oppose and for hunting to maintain a social license, a well-regulated hunting community needs to demonstrate that hunting meets the community's ongoing expectations of acceptable practice. As the regulator, the GMA works to prevent harm through a compliance approach that strongly emphasises prevention and targeted enforcement action.

In the climate space, a drying climate and changes in land management practices are impacting on the range and abundance of game species. For native waterfowl and quail, the impacts appear to be having a negative effect on population; while for deer the impact is having a positive effect on populations.

Managing the sustainability of native duck and quail hunting will require more dedicated research to understand

populations dynamics and the relationship with the environment. This will include a better understanding of the decline and recovery of the species in response to climatic conditions and impact hunting may have on these population changes.

The challenge with deer may be in populations increasing to the point that environmental and economic damage may become significant. In this case hunting may be a valuable tool contributing to controlling populations.

5   Our Performance Framework

The GMA has a number of commitments and obligations that shape our work, priorities and where we allocate our resources. Key amongst these is the Minister's Statement of Expectations, the implementation of accepted recommendations from the 2017 Pegasus Report, any government election or budget commitments, and commitments contained in other key government strategic documents.

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 and include progress against the requirements of the Minister's Statement of Expectations.

6   Our Goals

In fulling our statutory responsibilities, the GMA is guided by five strategic goals (with supporting "key result" areas) that build on our vision that game hunting in Victoria meets community expectations as a sustainable and well-regulated activity based on science and conducted in a responsible manner.

Goal 1:   Make evidence-based education a cornerstone of our work

> Key result: The content and information used in educational programs is science and evidence based and game hunters' compliance has improved because we have applied our understanding of hunter motivations and behaviours.

Goal 2:   Understand the ecology and biology of game species and the impact of hunting on these species in order to achieve sustainability

> Key result: Hunting does not adversely affect the sustainability of native game species.

Goal 3:   Be respected and recognised as an effective regulator

> Key result: All stakeholders clearly understand our role and the importance we bring to achieving sustainable and responsible game hunting.

Goal 4:   Implement an effective risk-based compliance strategy

> Key result: We are able to accurately measure compliance, track it, and improve it through work across the compliance spectrum.

Goal 5:   Increase our capability and expertise

> Key result: We have sufficient internal capability and capacity to achieve effective regulation and the provision of reliable advice to Government.

These strategic goals guide the investment of our resources into areas of priority. For each goal and key result area, we identify in our annual business plan what success looks like, our performance indicators and the strategies to deliver on these. The timeframe for delivery is also included.

The next section documents the GMA's business plan deliverables for 2019 - 20.

7 Our Work Program in 2019 – 2023

Note:

"P" denotes Pegasus recommendation number, "SHAP" denotes *Sustainable Hunting Action Plan 2016 – 2020* action number, "Parliament Victoria" refers to the Inquiry into the control of invasive animals on Crown Land, "SR" refers to actions required under a Victorian Government Sport and Recreation Grant.

Goal 1	Make evidence-based education a cornerstone of our work		
Key result	**The content and information used in educational programs is based on the best available science and evidence and compliance has improved because we have applied our understanding of motivations and behaviours**		
Success	**Performance indicators**	**Actions**	**Time frame**
A strategic approach to delivering targeted and relevant education to hunters and stakeholders	Four critical areas for education and communication are identified and prioritised for action	1. Develop a Communications Strategy and Stakeholder Engagement Strategy (P1.7, 1.8)	2019 - 2020
		2. Annually review the Communications Strategy and Stakeholder Engagement Strategy (P4.5, 4.6)	Annual
All licensed game hunters in Victoria to understand the game hunting laws and good hunting practice.	100% of all new hunters must pass a test before obtaining a Game License allowing them to hunt	3. Develop and implement new mandatory Game Licence test in consultation with stakeholders. Includes reviewing and revising existing tests for incorporation into the new test (P1.2, 2.3, 2.4)	- 2021
		4. Develop a communications plan to best inform people on how to find information regarding the new mandatory test and promote the importance of the test towards achieving sustainable and responsible hunting	- 2020
		5. Review hunter test results to identify problem areas and improve education materials to address these (P2.4, 2.6)	- 2022
		6. Deliver advice to the government regarding mandatory practical training for all new game hunters, including exploring logistics (p 1.3)	2019 - 2020
Compliance has improved because we have applied our understanding of hunter motivations and behaviours to our products and practices.	Conduct six Shotgun Education Program field days during 2018-19 and increase participation rates. Explore the practicality of the SEP becoming mandatory	7. Publicise hunter testimonials on how they found the program and how it has helped to make them better hunters	2019 - 2020
		8. Conduct a survey of the participants to see if they improved in the field during the 2019 duck season (P2.6)	2020 - 2021
		9. Use ambassadors to endorse and help promote the program (SR)	2020 - 2021
		10. Create incentives to increase participation in the program (P2.7) (SR)	2019 - 2020
		11. Hold refresher training for SEP trainers in May 2020 to ensure they deliver a quality program to participants	2019 - 2021
		12. Review effectiveness of stakeholder engagement	2019 - 2020

		13. Prepare report for the Board on the practicalities of making SEP field days mandatory for all new duck hunters and provide advice to government (P1.3)	2019 - 2020
		14. Prepare a report for the Board on the development of a practical field day for deer hunters and the practicalities of making this mandatory (P1.3)	2020 - 2021
	Produce relevant, targeted and accessible education materials which are easily understood by all sectors of the game hunting community.	15. Increase the use of video, images and infographics to help explain important complicated information (e.g spotlighting laws, firearms safety, harvest report results, partner agency structure) (P4.5, 4.6) (SHAP 1.2)	2019 - 2020
		16. Develop and produce 12 targeted educational clips on YouTube	2019 - 2020
		17. Review and publish an updated edition of the Game Hunting in Victoria Manual online.	2020 - 2021
		18. Convert the Game Hunting in Victoria Manual into an e-book or other appropriate electronic medium (P4.5) (SHAP 1.1.1)	2020 - 2021
	Increase the number of people visiting the GMA website and social media followers.	19. Review the information in the Game Hunting in Victoria Manual to ensure it meets the requirements of the new mandatory Game Licence test (SHAP 1.2)	2020 - 2021
		20. Review the structure and relevance of information on the GMA website and redevelop the website to be more contemporary, easier to use and more compatible with mobile technology (P4.5) (SHAP 1.1.1 and 2.1)	2019 - 2020
	Visitors to GMA website: 5,000 in 2019-20	21. Audit the effectiveness of our communications platforms to ensure information is always relevant, targeted and accessible (P4.5)	Ongoing
		22. Test the need for multilingual education materials and identify which particular groups to target (P1.4)	2020 - 2021
	Followers on GMA Facebook: 12000 in 2019-20	23. Develop a strategy to deliver targeted education to culturally and linguistically diverse (CALD) stakeholder groups (P4.6)	2020 - 2021
		24. Develop an annual social media schedule (P3.3)	Annual
		25. Develop targeted education campaigns to address specific hunting issues (e.g.: hound hunting, spotlighting, bird wounding, hunt a hind). Work closely with hunting stakeholders to promote GMA education campaigns (P4.6)	2019 - 2020
		26. Conduct market research to measure and establish baseline data on the knowledge of hunters on specific topics and the effectiveness of the current education materials and programs. Identify the gaps and develop materials to address the issues (P4.6)	2019 - 2020
		27. Attend all relevant industry, regional and stakeholder expos and shows (SHAP 1.4.3)	Ongoing
Continue to develop a stronger culture of respect and responsibility among hunters	Reduced levels of complaints from the public regarding illegal hunting and improve the level of compliance	28. Deliver targeted education campaign promoting the use of GPS tracking systems for hunters using scent-trailing hounds (Parliament Victoria)	2019 - 2020
		29. Highlight the impact of non-compliance on victims / loss of social licence. Identify and deliver specific case studies and impact statements	Ongoing
		30. Encourage people to report illegal hunting activity and publicise compliance outcomes (P3.3)	Ongoing
		31. Explore with DELWP the possibility of introducing a reporting function into its More To Explore phone app to make it easier to report illegal hunting (P1.5, 3.3, 4.5)	2019 - 2020

		32. Develop incentives to get hunters to act responsibly and promote when hunters act responsibly	Ongoing
		33. Encourage hunting organisations take the lead in improving hunting culture, including assisting in the development and promoting of GMA educational materials (P3.3)	Ongoing
		34. Continue the RESPECT: Hunt Responsibly program holding at least one annual workshop and include community and industry in program development (SHAP 1.4.1)	Ongoing

Goal 2	Understand the ecology and biology of game species and the impact of hunting on these species in order to achieve sustainability		
Key result	**Hunting does not adversely affect the sustainability of native game species**		
Success	**Performance indicators**	**Actions**	**Time frame**
Hunting doesn't impact on the conservation status of native game species and Hog Deer, while maximising the harvest	We have an improved understanding of game species population drivers	1. Work collaboratively with the scientific community, stakeholders and government agencies to improve our understanding of the ecology and biology of game species and the impacts of hunting	Ongoing
		2. Develop a GMA research strategy informed by government's Game Management Research Strategy	2019 - 2020
		3. Conduct a Hog Deer abundance study to establish baseline data (SHAP 4.1.3)	2019 - 2020
		4. Engage a PHD student to implement a radio tracking program for Stubble Quail (SHAP 4.1.3)	2020 - 2021
		5. Develop and implement the Stubble Quail abundance and distribution monitoring program (SHAP 4.1.3)	2020 - 2021
		6. Undertake research into the use of quail callers measuring their effectiveness, impact on sustainability and ethical suitability.	2020 - 2021
	The harvest of native game birds and deer is sustainable	7. Implement a waterfowl banding program to support an Adaptive Harvest Management Framework for Victorian waterfowl pending outcome of expert panel review. (SHAP 4.1.3)	2020 - 2021
		8. Implement an Adaptive Harvest Management Framework for Victorian waterfowl to guide sustainable game duck harvesting arrangements in Victoria (SHAP 4.1.5)	2020 - 2021
		9. Identify game species that are at risk from harvesting and provide advice to government. (SHAP 4.1)	Ongoing
		10. Conduct annual harvest surveys of game species and produce a report on the findings for deer and native game birds. (SHAP 4.1)	Annual

Goal 3	Be respected and recognised as an effective regulator		
Key result	**All stakeholders clearly understand our role and the importance we bring to achieving sustainable and responsible game hunting**		
Success	**Performance indicators**	**Actions**	**Time frame**
All stakeholders understand the role of the GMA	Relevant government departments understand the role of the GMA and recognise their responsibilities in game management (P2.7)	1. An Accountability Framework (DJPR deliverable) is developed and implemented across partner agencies (P1.6, 3.1)	2019 - 2020
		2. Positive and productive relationships with partner agencies are developed, maintained and documented as required (e.g. SLA, MOU) (P1.6, 3.1)	2019 - 2020
	Stakeholders understand the role of the GMA and are informed of the responsibilities of other agencies	3. Develop an infographic with supporting documentation to inform stakeholders of partner agency roles and responsibilities (P2.1)	2019 - 2020
	Positive working relationships are maintained with all stakeholders	4. Review the status of relationships annually (P1.8)	Annual
The impact of hunting on game species (specifically native), is demonstrated	Robust harvest setting processes are implemented to ensure sustainable hunting	5. Implement an Adaptive Harvest Management Framework for Victorian waterfowl to guide sustainable game duck harvesting arrangements in Victoria (SHAP 4.1.5)	2020 - 2021
		6. Implement the Stubble Quail abundance and distribution monitoring program (SHAP 4.1.3)	2020 - 2021
	The effectiveness of hunting as a control measure is understood.	7. Commission research to understand the efficacy of different hunting methods in controlling deer.	2020 - 2023
Improved animal welfare outcomes from game hunting and a reduction in illegal hunting	80% satisfaction rate of reporting process for illegal hunting	8. Stakeholders are surveyed to gauge their awareness of reporting avenues open to them	2019 - 2020
		9. An effective reporting process and feedback system is developed for illegal hunting (P2.4, 3.3, 4.2)	2019 - 2020
		10 Targeted communication is implemented to lift awareness of who, what and where to report illegal hunting incidents	2019 - 2020

incidents	Wounding rates for ducks are reduced following the introduction of targeted training programs	11 Hunter skills and knowledge are improved through theoretical and practical education, training and testing programs (P1.2, 2.3)	2020 - 2021
		12 Six Shotgunning Education Programs are run throughout the state. (P1.2, 2.3)	2019 - 2020
		13 Design and commence a monitoring program to identify baseline wounding rates for waterfowl and monitor the impacts of training/education programs over time	2020 - 2023
	All new hunters have acceptable minimum knowledge of lawful, effective and humane hunting practices.	14 100% of New hunters are subject to mandatory testing (P1.2, 2.4)	2020 - 2021
Contemporary and agile compliance approach	30% increase in community satisfaction of compliance activities over three years	15 New technologies are investigated and used (P1.5)	2019 - 2020
		16 Statistical analysis is undertaken to understand locations and origins of non-compliance (P2.4, 4.2)	2020 - 2021
		17 Risk-based compliance approach is implemented (P4.1)	2019 - 2020
Regulated individuals and parties are appropriately licensed	An interactive licencing system is developed with enhanced reporting and monitoring functions (P2.3)	18 A contemporary, interactive licensing system is developed and implemented (SHAP 3.6 1.1.3)	2020 - 2021
		19 80% of all Game License holders sign-up to an on-line account through the new licencing system.	2021 - 2022

Goal 4	Implement an effective risk-based compliance strategy		
Key result	**We are able to accurately measure compliance, track it and improve it through work across the compliance spectrum**		
Success	**Performance indicators**	**Actions**	**Time frame**
Achieve a high level of compliance with game hunting laws	A strategic and structured approach is applied to delivery of game compliance activities detailed in a published compliance strategy.	Develop a GMA compliance strategy which spans the full compliance spectrum, from information provision to enforcement action (P2.5, 2.7)	2019 - 2020
		Develop annual regional compliance plans with objectives and targets which are consistent with the compliance strategy (P2.5, 4.2)	Annual
	Compliance operational	Complete risk assessments for compliance in all game hunting activities and prioritise (P4.1)	2019 - 2020

	priorities are risk-based and intelligence-led	Review risk assessment every two years or sooner if operational or legislative settings change	Every two years
		GMA invests in intelligence capability with a part time VPS 5 level intelligence analysts engaged. (P2.4, 2.6)	Ongoing
		Establish a Tasking and Coordination Committee to enable prioritisation of compliance activities based on risk and informed by intelligence (P2.3)	2019 - 2020
		Complete research to understand hunter motivations or inability to comply (P2.4)	2020 - 2021
	A method of measuring and monitoring compliance levels is developed.	Develop method/s to measure and monitor the level of compliance with game hunting laws, including establishing a baseline level(P2.8, 4.2)	2020 - 2021
		Develop a method/s to assess stakeholder views of compliance in game hunting (P2.8)	2020 2021
	Compliance outcomes show a demonstrable improvement.	Identify achievable improvements in compliance from baseline data (P2.8, 2.9)	2020 - 2021
		Adapt compliance activities to target areas for improvement (P2.8)	2019 - 2020
		Regularly review the effectiveness of compliance approach (P2.8, 4.2)	Every two years
		Regularly review the effectiveness of operations (P2.8, 2.9)	Annual
		Annual report on compliance effort and outcomes on the GMA's website (P2.9)	Annual
		Explore alternative mechanisms to regulate hunter density/impacts (P1.1)	2020 - 2021
	Staff involved in compliance are all appropriately trained, equipped and operate at high professional standard resulting in no more than two formal complaints against authorized officers per annum.	Review risk management policy for compliance operations and if change required (e.g. officers to be armed), advice on costs, risks and efficiencies considered by the Board (3.2)	2019 - 2020
		Authorised officers receive training in surveillance (P4.3, 4.4)	2019 - 2020
		Authorised officers receive engagement skills training (P1.8)	2019 - 2020
		Advances in technology are monitored and adopted following feasibility assessments (P1.5)	Ongoing
		Best practice and contemporary policies and procedures are in place as a result of ongoing annual review program (P2.3)	Annual
		Effective operating systems are in place (P2.3)	Ongoing

Goal 5	Increase our capability and expertise		
Key result	**We have sufficient internal capability and capacity to achieve effective regulation and the provision of reliable advice to government**		
Success	**Performance indicators**	**Actions**	**Time frame**
Achieve sufficient capacity • Full recruitment • Achieve operational effectiveness	All positions filled in 12 months	Complete organisational restructure (P2.1, 2.3, 2.5, 2.6, 4.2, 4.5)	2019 - 2020
	Staff performing to expectations	Develop and implement business stream operational plans to guide delivery	Annual
The GMA's systems and procedures meet government standards (P2.3)	No non-conformances with standards Achieve efficiency gains in systems and processes Respond to complaints within 10 business days	Review existing systems and identify gaps (P3.2)	Ongoing
		Revise/introduce new systems to manage business processes, including complaints handling (P1.9)	2019 - 2020
Introduce new technologies	Review the effectiveness of drones, mobile devices, vehicle satellite locators, body cameras (P1.5)	Work with partner agencies in testing/adopting new technologies (P1.5)	Ongoing
		A minimum of two items of technology each year (i.e. six over the three-year period) (P1.5)	2019 - 2022
Each business unit meets its performance targets	Performance management system is in place (P2.5)	Performance reporting tool is developed and implemented. Performance progress is regularly reported to the Board (P2.9)	2019 - 2020
High-level staff job satisfaction	Less than 10% staff loss compared to VPSC standard	Participate in the People Matter survey and respond to findings	Annual
		Each staff member has a performance development plan which includes training and development	Annual
Appropriately trained staff	All staff trained in 12 months (P4.3, 4.4)	Recruit appropriately skilled staff and provide relevant training where required	2019 - 2020
		Establish a training program and record in a calendar	2019 - 2020
Workplace safety is a priority	No lost time caused by workplace injuries	Continue GMA's Safety Excellence Team and it reports on matters relating to staff safety	Ongoing
		Inform staff and require attendance at relevant training, such as OHS, anti-bullying, discrimination etc.	Ongoing

Informed decision-making by government (P1.7, 2.7)	Timely, accurate and evidence-based advice provided to government on game management matters	Advise government on necessary legislative reform, including to the *Game Management Authority Act 2014*	Ongoing
		Provide advice to government on the implications of making attendance at a SEP field day mandatory	2020 - 2021
		Consider and provide advice to government on the co-regulatory model of game management as adopted by other jurisdictions (e.g. New Zealand) (P2.7, 4.6)	2020 - 2021
		GMA to hold discussions with Parks Victoria on the options for the co-management of State Game Reserves (P2.7)	2019 - 2020

8   2019-20 Budget

The GMA has prepared its forecast budget for 2019 – 20 based on delivering those actions, projects and programs identified in section 6. Work Program and to support its operation as an independent statutory authority.

8.1   Financial Risks and Implications of Financial Projections

The 2019-20 budget has been prepared giving consideration to delivering on the work program and implementation of the new organisational restructure with the recent increase in its budget from the Victorian Government to cover its minimum statutory obligations under the *Act.*   Therefore, at this early stage the GMA is anticipating no financial risks in relation to forecasted revenue (due it being a grant from DJPR). A majority of the GMA's expenses are related to staff and staff accommodation costs (including regions) and the associated travel costs and personal expenses costs related to our regional staff.

These expenses are monitored through monthly reporting provided to the Board and at this stage the GMA anticipate no risk. In 2019-2020 a significant investment will be committed for research, such as Blue Wing Shoveler project and establishment of Adaptive Harvest Model, which results in $600,000 ongoing implementation cost from 2020-2021 onwards. In relation to capital, the GMA is commissioning a new license system and a fit out of new offices, both these items have been provisioned for in the forward estimates budget, therefore the GMA does not anticipate any financial risk in relation to capital.

Our budget will provide for the following:

- Providing transparent best practice governance and delivery of the GMA's functions as described in the *Game Management Authority Act 2014*

- Ensuring 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 2016

- Undertaking both external audits under the direction of the Victorian Auditor General's Office and the appointment of internal audits as required under the FMA Act

- Meeting our legal obligations in relation to the health and safety of our staff and community safety

- Mitigating all risks identified by the GMA against the Victorian Risk Management Framework

- Conducting research to develop greater understanding of environmental impacts from game hunting, data analysis and stock assessments

- Providing advice to Ministers on game hunting and game management matters

- Delivering compliance activities, including surveillance, intelligence, inspections, audits and education

- Administering a range of licences and authorisations, including the development of a new Game Licensing System

- Ensuring that staff have the necessary equipment and training to undertake their duties, including an investment in new technology to improve the efficiency and effectiveness of staff operating in the field

- Delivering the new organisational structure, including appointing, training and equipping new staff and securing the required office space and any fit-out costs.

- Working with DJPR to facilitate meeting the Department's Budget Paper 3 objectives and outputs in relation to the GMA (i.e. - *Key statutory obligations relevant to the Game Management Authority complied with (tabling annual report, audits, business plan and board appointments – 100 per cent met).*

8.2   Savings and service delivery improvements

The GMA has completed a process of restructuring its workforce and downsizing its office accommodation in the CBD to reduce its operating costs, as well as rationalising regional accommodation.

8.3 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 appropriate 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 +/ (-) 10% 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 actions to cut costs and/or increase revenue will be taken.

The GMA has an Audit and Risk Management Committee (A&RMC) to assist the Board in its governance, risk management and financial reporting responsibilities for oversight and review including making 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 on a regular basis and reviews CFO's financial report prior to Board approval. Questions raised by members of the A&RMC are responded to and resolved if required, prior to the Board approving financial reports.

In addition, monthly management reports are provided to the GMA division head and any identified budget risk are highlighted in consultation with the CEO and A&RMC so that appropriate planning and mitigation strategies are developed to prevent further escalation of budget risks.

8.4 Four-year Budget Forecast

The following table provides the four-year projection, based on the assumption that GMA's funding allocation will not change. Deficit budgets have been prepared for the next four years as reserves are drawn down to the level established by application of the Reserves Policy. To reach this target, investments in programmes are planned to boost the GMA's capability, and in research projects that will deliver significant value to the sector.

Operating Statement	Four-year Budget Projection			
Revenue	**$**	**$**	**$**	**$**
	2019-20	**2020-21**	**2021-22**	**2022-23**
Interest on Reserves	106,700	87,300	67,900	48,500
Funding Grant	6,300,000	6,300,000	6,300,000	6,300,000
Specific Research/ Project Grants	134,000	-	-	-
License Testing fees	-	-	-	-
Total Revenue	**6,540,700**	**6,387,300**	**6,367,900**	**6,348,500**
Expenses				
Employee Related Expenses	4,407,366	4,550,605	4,698,500	4,851,201
IT Expenses	597,400	114,500	122,700	122,700
General Expenses	284,810	140,000	90,000	90,000
Communications	132,000	100,000	100,000	100,000
Office Expenses	138,000	139,380	140,774	142,182
Personal & Travel Costs	65,400	53,400	53,400	53,400
Occupancy and Property Holding Costs	282,091	330,400	345,268	360,805
Staff Related Expenses	216,500	224,000	230,000	230,000
Vehicle, Equipment and Marine Vessel Expenses	147,900	155,295	163,060	171,213
Game Licensing System (annual licence)	66,200	264,799	264,799	264,799
Purchase of Services from Government	252,150	255,932	259,771	263,668
Sub-Total	*6,589,817*	*6,328,312*	*6,468,272*	*6,649,967*
Research Projects	468,333	788,333	788,333	600,000
Depreciation	589,000	589,000	589,000	589,000
Agency staff, Contractors, Consultancies	933,431	280,000	250,000	220,000
Total Operating Expenses	**8,580,581**	**7,985,645**	**8,095,605**	**8,058,967**
Net Result	**(2,039,881)**	**(1,598,345)**	**(1,727,705)**	**(1,710,467)**

GMA Financial Position - Four-year Projection				
	$	$	$	$
Assets	**2019-20**	**2020-21**	**2021-22**	**2022-23**
Financial assets				
Cash and deposits	3,938,099	2,868,754	1,670,048	488,581
Receivables	49,111	50,093	50,093	50,093
Total financial assets	**3,987,210**	**2,918,847**	**1,720,142**	**538,674**
Non-financial assets				
Game Management System	1,744,020	1,395,216	1,046,412	697,608
Office Fitout	609,000	489,000	369,000	249,000
Plant and equipment	880,105	764,105	648,105	532,105
Total non-financial assets	3,233,125	2,648,321	2,063,517	1,478,713
Total assets	7,220,335	5,567,168	3,783,659	2,017,387
Liabilities				
Payables	145,211	148,116	140,000	140,000
Borrowings	457,985	397,985	337,985	277,985
Provisions	1,014,076	1,054,076	1,094,076	1,134,076
Total liabilities	**1,617,272**	**1,600,177**	**1,572,061**	**1,552,061**
Net assets	5,603,062	3,966,991	2,211,598	465,326
Equity				
Accumulated surplus	5,603,062	3,966,991	2,211,598	465,326
Net worth	**5,603,062**	**3,966,991**	**2,211,598**	**465,326**

Cashflow Statement	Four-year Cash Position			
	$	$	$	$
	2019-20	2020-21	2021-22	2022-23
Cash flows from operating activities				
Receipts received Government	6,434,000	6,300,000	6,300,000	6,300,000
Interest received	106,700	87,300	67,900	48,500
Payments to suppliers	(8,998,581)	(7,396,645)	(7,506,605)	(7,469,967)
Net cash inflows/ (used in) operating activities	**(2,457,881)**	**(1,009,345)**	**(1,138,705)**	**(1,121,467)**
Cash flows from investing activities	-	-	-	-
Purchases of non-financial assets	(2,353,020)	-	-	-
Net cash flows from/(used in) investing activities	**(2,353,020)**	**-**	**-**	**-**
Cash flows from financing activities	-	-	-	-
Repayment of financial leases	(60,000)	(60,000)	(60,000)	(60,000)
Net cash inflow from /(used in) financing activities	**(60,000)**	**(60,000)**	**(60,000)**	**(60,000)**
Net increase/(decrease) in cash held	**(4,870,901)**	**(1,069,345)**	**(1,198,705)**	**(1,181,467)**
Cash at beginning of financial year	8,809,000	3,938,099	2,868,754	1,670,048
Cash at end of financial year	3,938,099	2,868,754	1,670,048	488,581