

## Vic Catchments Members Survey

Name

**Question 1. Overall, what do you regard as the Vic Catchment's Forums achievements over the past 2 years?**

Unnamed

Starting to establish the Forum name and membership as a legitimate body for engaging with Government; Abo engagement guidelines approved and published; Diversity & Inclusion summary document approved and published & Achievement Reports published (with Chair doing Vic Catchments Chair Overview at the start)

**Question 2. What are the key priorities that you would like to see addressed by Vic Catchments in the next 2-5 years ?**

A respected body to test relevant Government land, water & biodiversity policy through (upfront not tokenistic end); A long-term funding framework underpinning the regional model (CMAs and community NRM groups/land

**Question 3. What aspects need improving for the forum to be more effective?**

DELWP and the Minister to be regularly engaging and at the right level (ie. Exec. Directors and above); The Chair see this as a legitimate component of their role and actively contribute (incl. following up between Forum meeti

**Question 4. Looking forward, are there other areas for improvement?**

A clear annual (or perhaps biennial) workplan so everyone is on the same page

### Question 5. Strategy and Purpose

5.1 The forum has a clear, shared view of Vic Catchments' purpose. 6

5.2 The forum has a clear, shared view of Vic Catchments' strategy 5

5.3 The forum has a clear understanding of its charter 6

**Listed below are specific Forum tasks (taken from the charter). How well do you think the Forum is progressing in relation to each of the tasks?**

5.4 Principles Framework - Fostering Greater Community Engagement 5

5.5 Principles Framework - Seeking Better Connection Between State, Regional and Local Plans 5

5.6 Principles Framework - Strengthening Implementation of RCS's 5

5.7 Principles Framework - Clearer Roles, Strengthened Accountability 4

5.8 Principles Framework - Improved Monitoring and Reporting 4

5.9 Establishing 5 state-wide future investment packages 3

5.10 Implementing a state-wide communications plan 5

5.11 Supporting DELWP with the development and maintenance of the OCOC summit 6

**5.12 Please make any general comments in relation to the Forum's role in strategy and planning** I don't think it is clear what the strategy focus for the Forum actually is.

### Question 6. People

6.1 My own performance and contribution as a Vic Catchments forum member is appropriate. n/a

6.2 I keep informed of issues that are relevant to Vic Catchments and its operations. n/a

6.3 My level of preparation for forum meetings and related activities is appropriate. n/a

**6.4 What do you consider are your major strengths and weaknesses as a Forum member? What steps, if any, do you plan to take to improve your competence and performance as a Forum Member? Do you have any other comments on your own performance as a Forum Member? Do you have any comments to make about the competence or contribution of other Forum Members that affect the performance of this Forum ?**

#### **Question 7. Process**

7.1 The notice you receive of forum meetings and the timeliness of forum papers is appropriate. 7

7.2 The quality of written forum papers and briefings and presentations to the Forum is satisfactory. 6

7.3 The forum minutes are an accurate summary of the forum meetings and decisions made. 6

7.4 The follow-up from forum meetings, the implementation of forum decisions and subsequent feedback of actions taken is satisfactory. 5

**7.5 Do you have any general comments that would assist in improving Forum meetings and processes?**

Remember that there is only 1 Chair (not a couple of Deputy Chairs) that run the meeting and everything should this role; People being honest at meetings as to whether they can commit to actions and follow-up; no point say something and then not following through.

#### **Question 8. Dynamics**

8.1 The Forum works constructively as a team. 4

8.2 Forum room discussions are constructive, different points of view are aired, and disagreements are appropriately resolved. 5

8.3 Forum meetings are conducted in a manner that ensures meaningful participation by all Forum Members. 4

**8.4 Do you have any other general comments on Forum dynamics?**

A few people dominate; it is obvious that not everyone reads the papers and comes prepared; not sure what pre work is done around issues before we come together.

#### **Question 9. Partners**

9.1 The Forum relates well to DELWP. 5

9.2 The Forum relates well to ministers. 4

9.3 There are clear processes and opportunities for meeting with key Forum partners. 4

9.4 There is a clear identification and understanding of the key Forum partners 4

**9.5 Do you have any general comments on improving the Forum's relationship with partners, and the ongoing management of these relationships?**

I'm still not sure that partners see the value in attending the Forum (ie. it doesn't seem that we are not being kn by people trying to get on the Agenda). DELWP have been inconsistent and the Ministers are no where to be se D'Ambrosio); We should create Forum partnership/relationship managers so it is someone's job on behalf of the keep 'oiling' the relationship – it would be good for the Forum to allocate these roles rather than the loudest pe determining this.

## Vic Catchments Members Survey

Name

Unnamed 2

**Question 1. Overall, what do you regard as the Vic Catchment's Forums achievements over the past 2 years?**

Difficult to comment, have been a Chair for just 12 months. Annual Report useful reference of work done, but c comment on anything else.

**Question 2. What are the key priorities that you would like to see addressed by Vic Catchments in the next 2-5 years ?**

Funding , clarity of the role of CMAs, what is the most efficient way to provide services. Seems to be over-gover

**Question 3. What aspects need improving for the forum to be more effective?**

How can we influence state government? More action oriented.

**Question 4. Looking forward, are there other areas for improvement?**

N/A

### Question 5. Strategy and Purpose

5.1 The forum has a clear, shared view of Vic Catchments' purpose. 5

5.2 The forum has a clear, shared view of Vic Catchments' strategy 5

5.3 The forum has a clear understanding of its charter 5

**Listed below are specific Forum tasks (taken from the charter). How well do you think the Forum is progressing in relation to each of the tasks?**

5.4 Principles Framework - Fostering Greater Community Engagement 3

5.5 Principles Framework - Seeking Better Connection Between State, Regional and Local Plans 4

5.6 Principles Framework - Strengthening Implementation of RCS's 3

5.7 Principles Framework - Clearer Roles, Strengthened Accountability 3

5.8 Principles Framework - Improved Monitoring and Reporting 6

5.9 Establishing 5 state-wide future investment packages 3

5.10 Implementing a state-wide communications plan 3

5.11 Supporting DELWP with the development and maintenance of the OCOC summit 3

**5.12 Please make any general comments in relation to the Forum's role in strategy and planning** Not sure what OCOC is? Does Vic Catchments influence the RCS's?

### Question 6. People

6.1 My own performance and contribution as a Vic Catchments forum member is appropriate. 3

6.2 I keep informed of issues that are relevant to Vic Catchments and its operations. 3

6.3 My level of preparation for forum meetings and related activities is appropriate. 4

**6.4 What do you consider are your major strengths and weaknesses as a Forum member? What steps, if any, do you plan to take to improve your competence and performance as a Forum Member? Do you have any other comments on your own performance as a Forum Member? Do you have any comments to make about the competence or contribution of other Forum Members that affect the performance of this Forum ?**

I have not been a significant contributor to the Vic Catchments Forum, despite the Charter, I do not see huge value coming from the conversations, having said that I have not attended all meetings.

#### **Question 7. Process**

7.1 The notice you receive of forum meetings and the timeliness of forum papers is appropriate. 6

7.2 The quality of written forum papers and briefings and presentations to the Forum is satisfactory. 4

7.3 The forum minutes are an accurate summary of the forum meetings and decisions made. 5

7.4 The follow-up from forum meetings, the implementation of forum decisions and subsequent feedback of actions taken is satisfactory. 5

**7.5 Do you have any general comments that would assist in improving Forum meetings and processes?** Not a long agenda, not a lot of actions, so timeliness, minutes, papers of adequate quality

#### **Question 8. Dynamics**

8.1 The Forum works constructively as a team. 4

8.2 Forum room discussions are constructive, different points of view are aired, and disagreements are appropriately resolved. 4

8.3 Forum meetings are conducted in a manner that ensures meaningful participation by all Forum Members. 5

**8.4 Do you have any other general comments on Forum dynamics?** Not sure of what we are trying to achieve as a collective, discussions are OK, people are respectful, ability to share but not a strong agenda to participate on.

#### **Question 9. Partners**

9.1 The Forum relates well to DELWP. 4

9.2 The Forum relates well to ministers. 3

9.3 There are clear processes and opportunities for meeting with key Forum partners. 4

9.4 There is a clear identification and understanding of the key Forum partners 4

**9.5 Do you have any general comments on improving the Forum's relationship with partners, and the ongoing management of these relationships?**

## Vic Catchments Members Survey

Name

Antony Ford

Question 1. Overall, what do you regard as the Vic Catchment's Forums achievements over the past 2 years?

Establishment, more structure and particularly NLP funding round result

Question 2. What are the key priorities that you would like to see addressed by Vic Catchments in the next 2-5 years ?

Be seen as one voice for CMA's

develop more successful interaction with senior Civil servants in our sector, we speak to juniors all the time

Question 3. What aspects need improving for the forum to be more effective?

Get senior people there from department, we are in their backyard ..there is no excuse for them not to be there

Question 4. Looking forward, are there other areas for improvement?

Continue with one voice. Still very sectional interest approach by some CMA's with supposed more power and ir

### Question 5. Strategy and Purpose

5.1 The forum has a clear, shared view of Vic Catchments' purpose.

7

5.2 The forum has a clear, shared view of Vic Catchments' strategy

7

5.3 The forum has a clear understanding of its charter

7

Listed below are specific Forum tasks (taken from the charter). How well do you think the Forum is progressing in relation to each of the tasks?

5.4 Principles Framework - Fostering Greater Community Engagement

6

5.5 Principles Framework - Seeking Better Connection Between State, Regional and Local Plans

3

5.6 Principles Framework - Strengthening Implementation of RCS's

6

5.7 Principles Framework - Clearer Roles, Strengthened Accountability

6

5.8 Principles Framework - Improved Monitoring and Reporting

3

5.9 Establishing 5 state-wide future investment packages

2

5.10 Implementing a state-wide communications plan

5

5.11 Supporting DELWP with the development and maintenance of the OCOC summit

5

5.12 Please make any general comments in relation to the Forum's role in strategy and planning

Should be guiding and leading policy and approach by department. They see to know better as they do not listen to Forum...or do not react proactively to it

### Question 6. People

6.1 My own performance and contribution as a Vic Catchments forum member is appropriate.

3

6.2 I keep informed of issues that are relevant to Vic Catchments and its operations.

5

6.3 My level of preparation for forum meetings and related activities is appropriate.

5

**6.4 What do you consider are your major strengths and weaknesses as a Forum member? What steps, if any, do you plan to take to improve your competence and performance as a Forum Member? Do you have any other comments on your own performance as a Forum Member? Do you have any comments to make about the competence or contribution of other Forum Members that affect the performance of this Forum ?**

Commercial balanced approach. Can see the wood for the trees. Cynical as to forums impact given department c  
due attention

#### **Question 7. Process**

7.1 The notice you receive of forum meetings and the timeliness of forum papers is appropriate. 6

7.2 The quality of written forum papers and briefings and presentations to the Forum is satisfactory. 5

7.3 The forum minutes are an accurate summary of the forum meetings and decisions made. 5

7.4 The follow-up from forum meetings, the implementation of forum decisions and subsequent feedback of actions taken is satisfactory. 5

**7.5 Do you have any general comments that would assist in improving Forum meetings and processes?** Should more open and forthright, members seem to be political protecting their own patch

#### **Question 8. Dynamics**

8.1 The Forum works constructively as a team. 5

8.2 Forum room discussions are constructive, different points of view are aired, and disagreements are appropriately resolved. 2

8.3 Forum meetings are conducted in a manner that ensures meaningful participation by all Forum Members. 2

**8.4 Do you have any other general comments on Forum dynamics?**

#### **Question 9. Partners**

9.1 The Forum relates well to DELWP. 1

9.2 The Forum relates well to ministers. 1

9.3 There are clear processes and opportunities for meeting with key Forum partners. 2

9.4 There is a clear identification and understanding of the key Forum partners 2

**9.5 Do you have any general comments on improving the Forum's relationship with partners, and the ongoing management of these relationships?** We must continue to work on the is as been key driver of policy for the sector and go to body for policy discussi  
department to test their ideas.

## Vic Catchments Members Survey

Name

Alice Knight

Question 1. Overall, what do you regard as the Vic Catchment's Forums achievements over the past 2 years?

Closer working relationship with the VCMC & Informative briefings from guest speakers

Challenges for the Forum include: Interaction with government is primarily through the water portfolio and yet I requires a strong focus on land management; What do members take home from the Forum and how do they act on matters?; Regular change of key departmental staff and the need to bring them up to speed on CMAs and the cc we can make; Demonstrating to Ministers (and not just departmental officials) the value of CMAs

Question 2. What are the key priorities that you would like to see addressed by Vic Catchments in the next 2-5 years ?

As well as addressing the challenges listed in Q1, we need a collective view on climate change and how we are a

Question 3. What aspects need improving for the forum to be more effective?

Need to recognise and address the challenges faced by new members to the Forum, how to collectively demonstrate importance of the Forum and the need for new member participation

Question 4. Looking forward, are there other areas for improvement?

### Question 5. Strategy and Purpose

5.1 The forum has a clear, shared view of Vic Catchments' purpose. 3

5.2 The forum has a clear, shared view of Vic Catchments' strategy 5

5.3 The forum has a clear understanding of its charter 5

Listed below are specific Forum tasks (taken from the charter). How well do you think the Forum is progressing in relation to each of the tasks?

5.4 Principles Framework - Fostering Greater Community Engagement 4

5.5 Principles Framework - Seeking Better Connection Between State, Regional and Local Plans 6

5.6 Principles Framework - Strengthening Implementation of RCS's 4

5.7 Principles Framework - Clearer Roles, Strengthened Accountability 4

5.8 Principles Framework - Improved Monitoring and Reporting 5

5.9 Establishing 5 state-wide future investment packages 4

5.10 Implementing a state-wide communications plan 4

5.11 Supporting DELWP with the development and maintenance of the OCOC summit 4

5.12 Please make any general comments in relation to the Forum's role in strategy and planning

Implementation is critical, we cannot just write the frameworks and then go away. Designing the frameworks need to consider what the Minister wants and not just what departmental officials want. In relation to 5.5, do we deal with issues well? Recognise that CMAs have a regional focus, but local issues are important to Ministers are we dealing appropriately?

### Question 6. People

6.1 My own performance and contribution as a Vic Catchments forum member is appropriate. 6

6.2 I keep informed of issues that are relevant to Vic Catchments and its operations. 6

6.3 My level of preparation for forum meetings and related activities is appropriate. 5

**6.4 What do you consider are your major strengths and weaknesses as a Forum member? What steps, if any, do you plan to take to improve your competence and performance as a Forum Member? Do you have any other comments on your own performance as a Forum Member? Do you have any comments to make about the competence or contribution of other Forum Members that affect the performance of this Forum ?**

Not appropriate to comment on other members. My personal contribution is in discussing informally with meml and old) during morning tea and lunch breaks.

#### **Question 7. Process**

7.1 The notice you receive of forum meetings and the timeliness of forum papers is appropriate. 6

7.2 The quality of written forum papers and briefings and presentations to the Forum is satisfactory. 6

7.3 The forum minutes are an accurate summary of the forum meetings and decisions made. 6

7.4 The follow-up from forum meetings, the implementation of forum decisions and subsequent feedback of actions taken is satisfactory. 6

**7.5 Do you have any general comments that would assist in improving Forum meetings and processes?** Minutes could come out earlier so that members can address follow-up actions while the meeting is fresh in the

#### **Question 8. Dynamics**

8.1 The Forum works constructively as a team. 4

8.2 Forum room discussions are constructive, different points of view are aired, and disagreements are appropriately resolved. 6

8.3 Forum meetings are conducted in a manner that ensures meaningful participation by all Forum Members. 6

**8.4 Do you have any other general comments on Forum dynamics?**

#### **Question 9. Partners**

9.1 The Forum relates well to DELWP. 4

9.2 The Forum relates well to ministers. 5

9.3 There are clear processes and opportunities for meeting with key Forum partners. 4

9.4 There is a clear identification and understanding of the key Forum partners 4

**9.5 Do you have any general comments on improving the Forum's relationship with partners, and the ongoing management of these relationships?** I recognise that the Forum Executive has tried hard to engage with Ministers. We should note that if the Ministe with CMA performance she might not give priority to meeting with us as a group. We still need to pursue the A& Department's involvement in the Forum – private land management is a critical part of catchment management



## Vic Catchments Members Survey

Name

**Question 1. Overall, what do you regard as the Vic Catchment's Forums achievements over the past 2 years?**

**Julie Miller Markoff**

That's difficult to say given my recent joining. I have been to three meetings over a year. My comments reflect n experience, and questions that I have. It's clear that the Forum is well run and administered. Work that is done i communicated to us directly, and through reports. We have good, collegiate relationships with DELWP particip good work – but is that work picked up and used? What's changed, what benefits are there in the work we've d

**Question 2. What are the key priorities that you would like to see addressed by Vic Catchments in the next 2-5 years ?**

Responding to the trend of diminishing funding. We are starting to look anorexic. Getting new partners, and sou funding into the sector. Generating as much value as we can out of the process and vision for the new Regional i Strategies. Having excellent relationships with DELWP, the Minister over our performance, value and governanc Sponsoring science and storytelling related to NRM direction and outcomes.

**Question 3. What aspects need improving for the forum to be more effective?**

Chairs as a group need to become a more effective force in the room and in the sponsorship of the Forum direct outcomes. This requires relationship building and sharing understanding of how we see the context for ICM, our appetite in that context, and where, when and how Vic Catchments can create, share and advocate our value.

**Question 4. Looking forward, are there other areas for improvement?**

As a group of CMA leaders, when we come together as a group the following becomes possible: Effective sector Alignment around common functions; Efficiency and cost sharing across the sector; Two way conduit and one vc government; Explore our desired future together and stay in touch (create a common base of insight and foresig sounding board and test ideas and new practices amongst peers. Are there other roles we can or should conside clear from the existing workplan and projects that we take up these roles now. So what areas are we more effec whats been harder to pull off?)

### Question 5. Strategy and Purpose

- 5.1 The forum has a clear, shared view of Vic Catchments' purpose. 5
- 5.2 The forum has a clear, shared view of Vic Catchments' strategy 5
- 5.3 The forum has a clear understanding of its charter 5
- Listed below are specific Forum tasks (taken from the charter). How well do you think the Forum is progressing in relation to each of the tasks?**
- 5.4 Principles Framework - Fostering Greater Community Engagement 4
- 5.5 Principles Framework - Seeking Better Connection Between State, Regional and Local Plans 6
- 5.6 Principles Framework - Strengthening Implementation of RCS's 4
- 5.7 Principles Framework - Clearer Roles, Strengthened Accountability 5
- 5.8 Principles Framework - Improved Monitoring and Reporting 5
- 5.9 Establishing 5 state-wide future investment packages 4
- 5.10 Implementing a state-wide communications plan 5
- 5.11 Supporting DELWP with the development and maintenance of the OCOC summit 6
- 5.12 Please make any general comments in relation to the Forum's role in strategy and planning**

### Question 6. People

- 6.1 My own performance and contribution as a Vic Catchments forum member is appropriate. 5
- 6.2 I keep informed of issues that are relevant to Vic Catchments and its operations. 5
- 6.3 My level of preparation for forum meetings and related activities is appropriate. 7

<p><b>6.4 What do you consider are your major strengths and weaknesses as a Forum member? What steps, if any, do you plan to take to improve your competence and performance as a Forum Member? Do you have any other comments on your own performance as a Forum Member? Do you have any comments to make about the competence or contribution of other Forum Members that affect the performance of this Forum ?</b></p>	<p>I don't know that I had any induction or sense of measure as to what my contribution and performance could or the group. As a Forum member, I bring systems thinker with broad knowledge of the sector, its governance and am an innovator with deep skills in finding worthwhile futures, creating engagement, social permission and influ managing transitions and strategic change. It is still ambiguous to me what contribution is necessary. As a rule th seem to lead discussion. (This is not unusual in group where technical knowledge is held by some and not others decisions do the Chairs want to own and sponsor? How diverse are we as a group? We are a new Group with n their role, and some new to the sector – it's a big ask to be effective without going through some strategy, plan relationship processes of our own. I want us as a group to be confident leaders in the sector. So I'm going to do for that knowledge, direction and behaviour to be more present.</p>
--	--

**Question 7. Process**

<p>7.1 The notice you receive of forum meetings and the timeliness of forum papers is appropriate.</p>	<p>6</p>
<p>7.2 The quality of written forum papers and briefings and presentations to the Forum is satisfactory.</p>	<p>5</p>
<p>7.3 The forum minutes are an accurate summary of the forum meetings and decisions made.</p>	<p>6</p>
<p>7.4 The follow-up from forum meetings, the implementation of forum decisions and subsequent feedback of actions taken is satisfactory.</p>	<p>6</p>
<p><b>7.5 Do you have any general comments that would assist in improving Forum meetings and processes?</b></p>	<p>Four times a year is good.</p>

**Question 8. Dynamics**

<p>8.1 The Forum works constructively as a team.</p>	<p>4</p>
<p>8.2 Forum room discussions are constructive, different points of view are aired, and disagreements are appropriately resolved.</p>	<p>6</p>
<p>8.3 Forum meetings are conducted in a manner that ensures meaningful participation by all Forum Members.</p>	<p>5</p>
<p><b>8.4 Do you have any other general comments on Forum dynamics?</b></p>	<p>We are a large group of people, representing different interests, with new members, and relationships and know from shallow to very deep. Our dynamics, conversation and behaviours reflect that. I don't think of us as a team Chair demonstrates openness and willingness to work with diverse views. I've observed that some CEOs are frus the tone and pace of the Forum and its work and want us to do more and different.</p>

**Question 9. Partners**

<p>9.1 The Forum relates well to DELWP.</p>	<p>6</p>
<p>9.2 The Forum relates well to ministers.</p>	<p>NA</p>
<p>9.3 There are clear processes and opportunities for meeting with key Forum partners.</p>	<p>NA</p>
<p>9.4 There is a clear identification and understanding of the key Forum partners</p>	<p>5</p>
<p><b>9.5 Do you have any general comments on improving the Forum's relationship with partners, and the ongoing management of these relationships?</b></p>	<p>I don't how and can't evaluate how well we relate to Ministers, or about the clear processes and opportunities f with Key Forum partners. Do we have shared criteria? (hence the N/A answers. There is not a Don't know choice</p>

## Vic Catchments Members Survey

Name

Leanne Mulcahy

**Question 1. Overall, what do you regard as the Vic Catchment's Forums achievements over the past 2 years?**

Establishing a forum to bring CMA Chairs together.

**Question 2. What are the key priorities that you would like to see addressed by Vic Catchments in the next 2-5 years ?**

The CEOs meet regularly anyway. I understand different versions have been tried but the meeting is too big. Mo achieved by having less people around the table. I suggest it be taken back to just Chairs. Maybe one CEO could on a rotating basis to ensure continued communication with CEOs and Chairs through this forum. The Chairs need the ability to drive the agenda (in consultation with CEOs). This question should be put as an agenda item.

**Question 3. What aspects need improving for the forum to be more effective?**

As per question 2

**Question 4. Looking forward, are there other areas for improvement?**

As per question 2

### Question 5. Strategy and Purpose

5.1 The forum has a clear, shared view of Vic Catchments' purpose. 3

5.2 The forum has a clear, shared view of Vic Catchments' strategy 3

5.3 The forum has a clear understanding of its charter 3

**Listed below are specific Forum tasks (taken from the charter). How well do you think the Forum is progressing in relation to each of the tasks?**

5.4 Principles Framework - Fostering Greater Community Engagement 2

5.5 Principles Framework - Seeking Better Connection Between State, Regional and Local Plans 5

5.6 Principles Framework - Strengthening Implementation of RCS's 2

5.7 Principles Framework - Clearer Roles, Strengthened Accountability 2

5.8 Principles Framework - Improved Monitoring and Reporting 2

5.9 Establishing 5 state-wide future investment packages 3

5.10 Implementing a state-wide communications plan 2

5.11 Supporting DELWP with the development and maintenance of the OCOC summit 3

**5.12 Please make any general comments in relation to the Forum's role in strategy and planning**

### Question 6. People

6.1 My own performance and contribution as a Vic Catchments forum member is appropriate. 2

6.2 I keep informed of issues that are relevant to Vic Catchments and its operations. 5

6.3 My level of preparation for forum meetings and related activities is appropriate. 5

**6.4 What do you consider are your major strengths and weaknesses as a Forum member? What steps, if any, do you plan to take to improve your competence and performance as a Forum Member? Do you have any other comments on your own performance as a Forum Member? Do you have any comments to make about the competence or contribution of other Forum Members that affect the performance of this Forum ?**

Up to July I was unable to attend and I advised them of this. That was due to a significant three state expansion leading through my full time work role. This has now ceased and I am now available to attend.

#### **Question 7. Process**

7.1 The notice you receive of forum meetings and the timeliness of forum papers is appropriate. 4

7.2 The quality of written forum papers and briefings and presentations to the Forum is satisfactory. 3

7.3 The forum minutes are an accurate summary of the forum meetings and decisions made. 4

7.4 The follow-up from forum meetings, the implementation of forum decisions and subsequent feedback of actions taken is satisfactory. 3

**7.5 Do you have any general comments that would assist in improving Forum meetings and processes?**

#### **Question 8. Dynamics**

8.1 The Forum works constructively as a team. 3

8.2 Forum room discussions are constructive, different points of view are aired, and disagreements are appropriately resolved. 2

8.3 Forum meetings are conducted in a manner that ensures meaningful participation by all Forum Members. 2

**8.4 Do you have any other general comments on Forum dynamics?** Too large a group to have meaningful participation by all.

#### **Question 9. Partners**

9.1 The Forum relates well to DELWP. 4

9.2 The Forum relates well to ministers. 3

9.3 There are clear processes and opportunities for meeting with key Forum partners. 2

9.4 There is a clear identification and understanding of the key Forum partners 3

**9.5 Do you have any general comments on improving the Forum's relationship with partners, and the ongoing management of these relationships?**

## Vic Catchments Members Survey

Name

**Question 1. Overall, what do you regard as the Vic Catchment's Forums achievements over the past 2 years?**

**Peter Hilbig**

Communication and coordination of CMAs. Development, implementation and monitoring of Our Catchments Our Communities. Collegiate network of Chairs. Knowledge sharing, especially with respect to meeting expectations and government. Provide opportunities for Chairs to hear directly from DELWP, VEWHP, Environment Commission and other relevant agencies.

**Question 2. What are the key priorities that you would like to see addressed by Vic Catchments in the next 2-5 years ?**

Continued goal setting and monitoring around Our Catchments Our Communities and any 'follow on' strategies.

Direct conversation with relevant ministers to understand and influence their aspirations.

**Question 3. What aspects need improving for the forum to be more effective?**

Opportunities to converse with Minister(s) rather than just Departmental representatives.

Opportunities for Chairs to consider issues as a group of Chairs rather than a working group including CEOs. (Per section of each meeting for just Chairs, or alternate meetings 'Chairs only', or meet the same day as CEOs and just a portion of the day together. I wonder if CEOs may already be well versed in some of our visitors' presentations, it might be better used on other tasks rather than potential repetition.)

**Question 4. Looking forward, are there other areas for improvement?**

I think I have covered this in Q3.

### Question 5. Strategy and Purpose

5.1 The forum has a clear, shared view of Vic Catchments' purpose.

7

5.2 The forum has a clear, shared view of Vic Catchments' strategy

7

5.3 The forum has a clear understanding of its charter

5

**Listed below are specific Forum tasks (taken from the charter). How well do you think the Forum is progressing in relation to each of the tasks?**

5.4 Principles Framework - Fostering Greater Community Engagement

6

5.5 Principles Framework - Seeking Better Connection Between State, Regional and Local Plans

6

5.6 Principles Framework - Strengthening Implementation of RCS's

6

5.7 Principles Framework - Clearer Roles, Strengthened Accountability

6

5.8 Principles Framework - Improved Monitoring and Reporting

7

5.9 Establishing 5 state-wide future investment packages

5

5.10 Implementing a state-wide communications plan

5

5.11 Supporting DELWP with the development and maintenance of the OCOC summit

7

**5.12 Please make any general comments in relation to the Forum's role in strategy and planning**

I have attended only four Forum meetings. With only four half day meetings per year the Forum relies on its Chairs, the work of WCMC to lead strategy and planning, and Ministers and DELWP to set direction. It would be beneficial to have more workshop style discussion among Forum members and establish an expectation that Chairs will converse with their Boards about strategic direction and bring their Boards' views to the table.

### Question 6. People

6.1 My own performance and contribution as a Vic Catchments forum member is appropriate.

6

6.2 I keep informed of issues that are relevant to Vic Catchments and its operations.

6

6.3 My level of preparation for forum meetings and related activities is appropriate.

6

**6.4 What do you consider are your major strengths and weaknesses as a Forum member? What steps, if any, do you plan to take to improve your competence and performance as a Forum Member? Do you have any other comments on your own performance as a Forum Member? Do you have any comments to make about the competence or contribution of other Forum Members that affect the performance of this Forum ?**

As a recently appointed Chair it has taken me a couple of meetings to understand the function and operation of but feel I have contributed to the discussion. I report to my Board on the deliberations of the Forum, share the Communiques as published, and seek input into questions raised by the Forum to share at subsequent Forum meetings initiated and documented feedback to the Forum from the National Chairs Forum and have attempted to engage comprehensively with Forum documentation and activities. I work with my CEO to understand the issues raised and develop the perspective of our Board and CMA in relation to Forum matters. I am confident that other Chairs similarly committed to the Forum and its purposes and appreciated candid and robust discussion as views are shared Forum.

#### **Question 7. Process**

7.1 The notice you receive of forum meetings and the timeliness of forum papers is appropriate. 7

7.2 The quality of written forum papers and briefings and presentations to the Forum is satisfactory. 7

7.3 The forum minutes are an accurate summary of the forum meetings and decisions made. 7

7.4 The follow-up from forum meetings, the implementation of forum decisions and subsequent feedback of actions taken is satisfactory. 6

**7.5 Do you have any general comments that would assist in improving Forum meetings and processes?**

Information, reporting and logistics seem efficient and appropriate. A list of key issues for further feedback might to guide Chairs in leading discussions with their Boards.

#### **Question 8. Dynamics**

8.1 The Forum works constructively as a team. 6

8.2 Forum room discussions are constructive, different points of view are aired, and disagreements are appropriately resolved. 6

8.3 Forum meetings are conducted in a manner that ensures meaningful participation by all Forum Members. 6

**8.4 Do you have any other general comments on Forum dynamics?**

As indicated previously, some opportunity for Chairs to interact without CEOs and DELWP may yield some interesting diverse insights.

#### **Question 9. Partners**

9.1 The Forum relates well to DELWP. 7

9.2 The Forum relates well to ministers. 3

9.3 There are clear processes and opportunities for meeting with key Forum partners. 5

9.4 There is a clear identification and understanding of the key Forum partners 7

**9.5 Do you have any general comments on improving the Forum's relationship with partners, and the ongoing management of these relationships?**

I am not sure how well the Forum relates to ministers. We have not met with a minister present in the time I have involved, so I rely only on interaction through the Chair, WCMC and DELWP Executives. I have a sense that a more relationship is desirable in order for the CMAs to exchange ideas and aspirations with the relevant ministers and need to extend this beyond the Minister for Water to Ministers for Environment, Energy and potentially Health.

## Vic Catchments Members Survey

Name

Peter Jennings

**Question 1. Overall, what do you regard as the Vic Catchment's Forums achievements over the past 2 years?**

I can only comment on one year. 1. Recognition as an advocacy body for CMAs 2. Opportunity for networking with Chairs and CEOs 3. Opportunity for meeting with key DELWP Officers 4. MOU with Landcare Victoria 5. Development of strategic planning framework for community engagement 6. The 2017 Actions and Achievements Report

**Question 2. What are the key priorities that you would like to see addressed by Vic Catchments in the next 2-5 years ?**

Completing the forum roles:

1. Establishing five (5) state-wide frameworks reflecting the major priorities of the OCOC strategy. This includes objectives and performance targets, reporting and evaluation.

2. Establishing five (5) state-wide future ICM program and investment packages.

3. Establishing a state-wide prospectus of landscape programs and promoting those programs to state and commercial investors

**Question 3. What aspects need improving for the forum to be more effective?**

Addressing the above in a programmed manner

**Question 4. Looking forward, are there other areas for improvement?**

Despite being mentioned in the Charter, there was very little if any induction for new members in 2017. At the forum in November 2019 I suggest an early start for the new members with the EO, Chair and Deputy Chair.

### Question 5. Strategy and Purpose

5.1 The forum has a clear, shared view of Vic Catchments' purpose. 7

5.2 The forum has a clear, shared view of Vic Catchments' strategy 5

5.3 The forum has a clear understanding of its charter 7

**Listed below are specific Forum tasks (taken from the charter). How well do you think the Forum is progressing in relation to each of the tasks?**

5.4 Principles Framework - Fostering Greater Community Engagement 7

5.5 Principles Framework - Seeking Better Connection Between State, Regional and Local Plans 1

5.6 Principles Framework - Strengthening Implementation of RCS's 1

5.7 Principles Framework - Clearer Roles, Strengthened Accountability 1

5.8 Principles Framework - Improved Monitoring and Reporting 1

5.9 Establishing 5 state-wide future investment packages 1

5.10 Implementing a state-wide communications plan 1

5.11 Supporting DELWP with the development and maintenance of the OCOC summit 7

**5.12 Please make any general comments in relation to the Forum's role in strategy and planning**

### Question 6. People

6.1 My own performance and contribution as a Vic Catchments forum member is appropriate. 4

6.2 I keep informed of issues that are relevant to Vic Catchments and its operations. 5

6.3 My level of preparation for forum meetings and related activities is appropriate. 6

**6.4 What do you consider are your major strengths and weaknesses as a Forum member? What steps, if any, do you plan to take to improve your competence and performance as a Forum Member? Do you have any other comments on your own performance as a Forum Member? Do you have any comments to make about the competence or contribution of other Forum Members that affect the performance of this Forum ?**

Weakness - coming to the Forum as a new Chair AND Board member - coming to terms with the CMA "industry" of Vic Catchments. My contribution will increase along with my familiarity.

#### **Question 7. Process**

7.1 The notice you receive of forum meetings and the timeliness of forum papers is appropriate. 7

7.2 The quality of written forum papers and briefings and presentations to the Forum is satisfactory. 7

7.3 The forum minutes are an accurate summary of the forum meetings and decisions made. 7

7.4 The follow-up from forum meetings, the implementation of forum decisions and subsequent feedback of actions taken is satisfactory. 7

**7.5 Do you have any general comments that would assist in improving Forum meetings and processes?**

#### **Question 8. Dynamics**

8.1 The Forum works constructively as a team. 7

8.2 Forum room discussions are constructive, different points of view are aired, and disagreements are appropriately resolved. 7

8.3 Forum meetings are conducted in a manner that ensures meaningful participation by all Forum Members. 7

**8.4 Do you have any other general comments on Forum dynamics?** Everyone certainly has the opportunity to contribute, whether they do or not is up to them.

#### **Question 9. Partners**

9.1 The Forum relates well to DELWP. 7

9.2 The Forum relates well to ministers. 1

9.3 There are clear processes and opportunities for meeting with key Forum partners. 7

9.4 There is a clear identification and understanding of the key Forum partners 7

**9.5 Do you have any general comments on improving the Forum's relationship with partners, and the ongoing management of these relationships?** Reflecting on 9.2 - I'm not sure that there is much direct contact with the Ministers.



## Vic Catchments Members Survey

### Name

**Question 1. Overall, what do you regard as the Vic Catchment's Forums achievements over the past 2 years?**

### Dr Peter Veenker

Establishing formal partnership arrangements with a number of peak bodies that will further assist in the statew co operative approach to all aspects surrounding the Murray Darling Basin and for the coastal CMA's NRM issue: already delivered considerable benefits to CMA's.

Vic Catchments thru its forum has further developed important relationship with senior DELWP officers and VCM

**Question 2. What are the key priorities that you would like to see addressed by Vic Catchments in the next 2-5 years ?**

The key priorities should include but not limited to major industry challenges and opportunities including climat co operative approach to all aspects surrounding the Murray Darling Basin and for the coastal CMA's NRM issue: the coastline.

Vic Catchments can also play a critical role in fostering the further development and capacity building of the indi and CMA network.

**Question 3. What aspects need improving for the forum to be more effective?**

Chairs to be encouraged to attend all meetings and to acquaint themselves with the issues to be able to make th contribution at the meetings.

**Question 4. Looking forward, are there other areas for improvement?**

Vic Catchments can further lift its profile with its key stakeholders including Government Departments, professi industry groups and the community at large.

### Question 5. Strategy and Purpose

5.1 The forum has a clear, shared view of Vic Catchments' purpose. 7

5.2 The forum has a clear, shared view of Vic Catchments' strategy 6

5.3 The forum has a clear understanding of its charter 7

**Listed below are specific Forum tasks (taken from the charter). How well do you think the Forum is progressing in relation to each of the tasks?**

5.4 Principles Framework - Fostering Greater Community Engagement 6

5.5 Principles Framework - Seeking Better Connection Between State, Regional and Local Plans 6

5.6 Principles Framework - Strengthening Implementation of RCS's 6

5.7 Principles Framework - Clearer Roles, Strengthened Accountability 6

5.8 Principles Framework - Improved Monitoring and Reporting 6

5.9 Establishing 5 state-wide future investment packages 4

5.10 Implementing a state-wide communications plan 6

5.11 Supporting DELWP with the development and maintenance of the OCOC summit 6

**5.12 Please make any general comments in relation to the Forum's role in strategy and planning** There needs to be active engagement with the CEO group, VCMC and DELWP to further strengthen strategy and

### Question 6. People

6.1 My own performance and contribution as a Vic Catchments forum member is appropriate. 7

6.2 I keep informed of issues that are relevant to Vic Catchments and its operations. 7

6.3 My level of preparation for forum meetings and related activities is appropriate. 7

**6.4 What do you consider are your major strengths and weaknesses as a Forum member? What steps, if any, do you plan to take to improve your competence and performance as a Forum Member? Do you have any other comments on your own performance as a Forum Member? Do you have any comments to make about the competence or contribution of other Forum Members that affect the performance of this Forum ?**

My major strength is public sector governance as it relates to this sector. Keen to see a greater strategic input from and DELWP. The forum is very well supported by the Executive Officer and as Chair I am very grateful for the support of colleagues given that half of them are new in their role. I would urge CEO's to encourage Chairs to acquaint themselves with important matters relating to future direction of the CMA network.

#### **Question 7. Process**

7.1 The notice you receive of forum meetings and the timeliness of forum papers is appropriate. 7

7.2 The quality of written forum papers and briefings and presentations to the Forum is satisfactory. 7

7.3 The forum minutes are an accurate summary of the forum meetings and decisions made. 7

7.4 The follow-up from forum meetings, the implementation of forum decisions and subsequent feedback of actions taken is satisfactory. 7

**7.5 Do you have any general comments that would assist in improving Forum meetings and processes?** We need to have at least two meetings in non metropolitan area per year. The Forum executive is currently not at an optimal level, this can be discussed more fully later next year.

#### **Question 8. Dynamics**

8.1 The Forum works constructively as a team. 6

8.2 Forum room discussions are constructive, different points of view are aired, and disagreements are appropriately resolved. 6

8.3 Forum meetings are conducted in a manner that ensures meaningful participation by all Forum Members. 5

**8.4 Do you have any other general comments on Forum dynamics?** The Forum is evolving as members have a greater understanding of the Charter and the capacity of Vic Catchment to influence future direction.

#### **Question 9. Partners**

9.1 The Forum relates well to DELWP. 6

9.2 The Forum relates well to ministers. 5

9.3 There are clear processes and opportunities for meeting with key Forum partners. 5

9.4 There is a clear identification and understanding of the key Forum partners 6

**9.5 Do you have any general comments on improving the Forum's relationship with partners, and the ongoing management of these relationships?** Forum Chair members might consider a portfolio role that includes a particular partner.

## Vic Catchments Members Survey

Name

Sharyon Peart

Question 1. Overall, what do you regard as the Vic Catchment's Forums achievements over the past 2 years?

Relationship building with key stakeholders; Securing 4 year funding; Improving MERI; OCOC

Question 2. What are the key priorities that you would like to see addressed by Vic Catchments in the next 2-5 years ?

The new Government will give us a direction here.

Question 3. What aspects need improving for the forum to be more effective?

Attendance and commitment from all that we need to come together to be more effective

Question 4. Looking forward, are there other areas for improvement?

Using the strength at the table, I am not sure we know all the people and their interests. Continue to build relationships with other groups. Have targeted strategic sessions

### Question 5. Strategy and Purpose

5.1 The forum has a clear, shared view of Vic Catchments' purpose.

4

5.2 The forum has a clear, shared view of Vic Catchments' strategy

5

5.3 The forum has a clear understanding of its charter

5

Listed below are specific Forum tasks (taken from the charter). How well do you think the Forum is progressing in relation to each of the tasks?

5.4 Principles Framework - Fostering Greater Community Engagement

6

5.5 Principles Framework - Seeking Better Connection Between State, Regional and Local Plans

7

5.6 Principles Framework - Strengthening Implementation of RCS's

6

5.7 Principles Framework - Clearer Roles, Strengthened Accountability

6

5.8 Principles Framework - Improved Monitoring and Reporting

6

5.9 Establishing 5 state-wide future investment packages

5

5.10 Implementing a state-wide communications plan

6

5.11 Supporting DELWP with the development and maintenance of the OCOC summit

4

5.12 Please make any general comments in relation to the Forum's role in strategy and planning

To me the forum is about creating a work plan that the CEO's then manage and report back to the forum, the chairs have an advocacy role to support. I think the chairs should meet separately, we used to do this and I think that it would have worked better. Relationship building is the key strength. The Dept use the forum as a reporting and monitoring group rather than ask. Need to be a little more strategic. Awareness - DEDJTR came to me and asked about the forum, Peter and John had gone to meet with them about the forum, they were a bit confused. I have a link to them on the member Vic Ag Advisory Council as are other CMA board members, need to use our network better.

### Question 6. People

6.1 My own performance and contribution as a Vic Catchments forum member is appropriate.

5

6.2 I keep informed of issues that are relevant to Vic Catchments and its operations.

5

6.3 My level of preparation for forum meetings and related activities is appropriate.

5

**6.4 What do you consider are your major strengths and weaknesses as a Forum member? What steps, if any, do you plan to take to improve your competence and performance as a Forum Member? Do you have any other comments on your own performance as a Forum Member? Do you have any comments to make about the competence or contribution of other Forum Members that affect the performance of this Forum ?**

#### **Question 7. Process**

7.1 The notice you receive of forum meetings and the timeliness of forum papers is appropriate. 5

7.2 The quality of written forum papers and briefings and presentations to the Forum is satisfactory. 4

7.3 The forum minutes are an accurate summary of the forum meetings and decisions made. 4

7.4 The follow-up from forum meetings, the implementation of forum decisions and subsequent feedback of actions taken is satisfactory. 4

**7.5 Do you have any general comments that would assist in improving Forum meetings and processes?**

#### **Question 8. Dynamics**

8.1 The Forum works constructively as a team. 5

8.2 Forum room discussions are constructive, different points of view are aired, and disagreements are appropriately resolved. 5

8.3 Forum meetings are conducted in a manner that ensures meaningful participation by all Forum Members. 5

**8.4 Do you have any other general comments on Forum dynamics?**

I think we did not have an induction process for our new chairs about the forums. We left this job to the CEO's w go well. Back in 2011 we made a commitment to the then Ministers, that we would be collegiate. We should ha chairs group at the outset, instead we found out about different briefings etc and when we did come to the tabl were not there and the incoming chairs already had strong views. This has made progression difficult as attenda been poor.

#### **Question 9. Partners**

9.1 The Forum relates well to DELWP. 5

9.2 The Forum relates well to ministers. 4

9.3 There are clear processes and opportunities for meeting with key Forum partners. 5

9.4 There is a clear identification and understanding of the key Forum partners 5

**9.5 Do you have any general comments on improving the Forum's relationship with partners, and the ongoing management of these relationships?**

DELWP - the forum tries hard not relate to the dept, it is more about how they relate to us. Ministers - We have successful in engaging much with the minister, (in the sense of her meeting with us as a group). I believe she is a work and happy with our progress. Forum partners - this is an area of real progress. Vic Water, DEDJTR, Trust fo landcare, Greening Australia relationships are improved