



# PROJECT PLAN

**Goyder Institute for Water Research Coorong, Lower  
Lakes and Murray Mouth (CLLMM) Research Centre**




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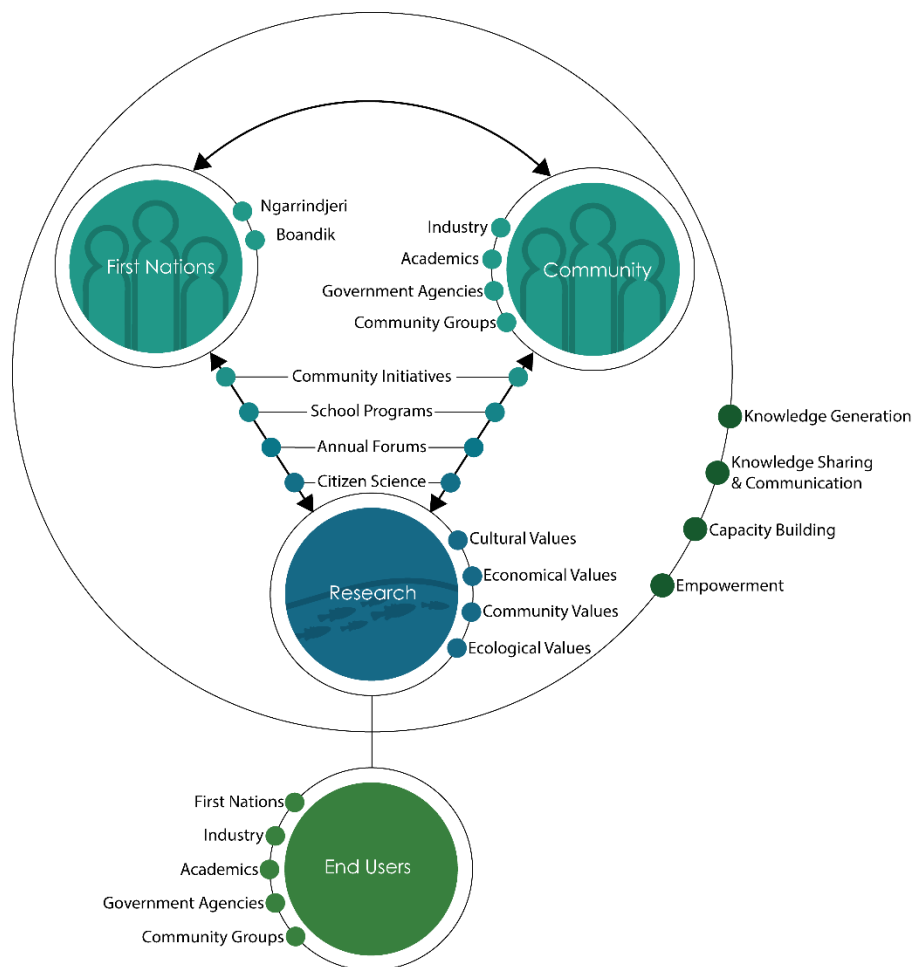
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## Foreword

The Goyder Institute for Water Research has received funding from the Australian Government over 4 years from 2022–26 to work with communities to investigate the impacts of climate change on the CLLMM region. To achieve this, the Goyder Institute for Water Research established the CLLMM Research Centre on 1 July 2023. The CLLMM Research Centre is based in Goolwa, South Australia, and is managed by four locally based staff. The Goyder Institute for Water Research is a research alliance between the South Australian Department of Environment and Water, CSIRO, Flinders University, the University of Adelaide, and the University of South Australia. These partners will be primarily responsible for delivery of research projects implemented by the CLLMM Research Centre.

The term CLLMM Research Centre encompasses all our activities including the research portfolio and engagement and knowledge sharing with first nations, community, and end-users. The Research Centre will operate in an inclusive, collaborative manner that promotes knowledge exchange and sharing whilst building capacity (Figure 1). The framework for participation for the operation of the Research Centre will ensure First Nations and community priorities are reflected whilst addressing the critical needs of end-users across the region.



**Figure 1.** Overview of the participation pathways for the operation of the CLLMM Research Centre.



# Introduction

## Background

The Coorong, Lower Lakes and Murray Mouth (CLLMM) region is critical for the prosperity of the local community, South Australia and Australia, and the region is listed as a Ramsar wetland of international importance. The region supports cultural values that underpin the well-being of First Nations people; and recreational, aesthetic, and economic values of the community, including productive commercial and recreational fisheries and other industry, including an important tourism industry. Located at the end of the one million km<sup>2</sup> Murray-Darling Basin, the CLLMM region is of significant environmental, social, cultural, and economic value. It is the only location in the Basin where the river meets the sea, where the mixing of the river, tributaries, lakes, sea, and Coorong support a productive, dynamic, culturally rich, complex, and diverse ecosystem. How the region responds to a changing climate, and how we prepare for such change is going to be critical for the prosperity and values of the region.


## Objectives and outcomes


The Goyder Institute for Water Research is South Australia's eminent water research organisation for undertaking research to inform decision-making and policy. The objective of the Goyder Institute for Water Research CLLMM Research Centre, through the grant administered by DCCEE, is to support, via research and community engagement, the management of the CLLMM region and the critical environmental, cultural, social and economic values for this region into the future. To achieve this, the CLLMM Research Centre will deliver locally driven, innovative, and impactful research that reflects community and First Nations priorities to provide an evidence base to address critical needs of the CLLMM region. The CLLMM Research Centre will also bring together our First Nations, local community, and scientists to create and share knowledge, and support our well-informed and engaged community and empower our future generations to be part of the solution.

The intended objectives of the CLLMM Research Centre are to provide critical knowledge to inform the identification of future management actions such that CLLMM biota and ecosystems adapt to a changing climate, the desired environmental outcomes of the Basin Plan are achieved, and international (Ramsar) obligations are met. Key objectives will:

- support community well-being, including that of First Nations, through knowledge creation and provision to support management actions for the restoration of a healthy CLLMM that supports local values and the integration and incorporation of the scientific knowledge of First Nations, the community, governments, and researchers into the management of the region.
- enhance the long-term prosperity of the CLLMM region through locally based research in which community and First Nations can participate and lead in cultural and scientific activities.
- establish the CLLMM region as a world-leader of the creation, integration, and adoption of the scientific knowledge of First Nations, communities, governments, and researchers for the sustainable management of wetlands; and
- develop internationally recognised environmental water leaders in South Australia a local community engaged in science to address future challenges for the region.

By achieving the above objectives, the CLLMM Research Centre will deliver the following high-level outcomes:

- Long term prosperity of the CLLMM region through locally based research that empowers community and First Nations to participate and lead in cultural and scientific activities.
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- Establish the CLLMM region as a world leader in the creation, integration, and adoption of the scientific knowledge of First Nations, communities, governments, and researchers for the sustainable management of wetlands; and
  - Deliver research projects that directly inform government decision-makers and water managers, and influence the desired environmental outcomes of the Basin Plan and international obligations.

A further intended outcome is the successful implementation of the principle of inclusive participation in the operation of the CLLMM Research Centre. The CLLMM Research Centre is approaching its research portfolio creation in a collaborative bottom-up manner, where community and First Nations can have direct involvement, development, and implementation of research projects as well as engagement activities. It is intended that this approach will create a basis for community and First Nations to feel meaningfully connected and supported by the CLLMM Research Centre. Together, we will showcase the CLLMM region as a leader of locally driven knowledge creation and exchange that informs management.

### *Deliverables and Outputs*


During the establishment phase of the CLLMM Research Centre, the following outputs will be achieved:

- First Nations Plan (see CLLMM Research Centre First Nations Plan 2023–26) – that establishes a culturally appropriate framework to guide engagement protocols (including why we intend to engage with these communities and how we intend to engage them) between First Nations communities/organisations and the CLLMM Research Centre.
- Communication and Engagement Plan (see CLLMM Research Centre Communication and Engagement Plan 2023–26) – that establishes the strategy for the Research Centre’s communications and engagement activities across the CLLMM region.
- Research Plan (see CLLMM Research Centre Research Plan 2023–26. Working version) – that establishes the strategy to develop the research portfolio of the Research Centre. Commencement of initial foundational projects; and
- Centre administration planning – that establishes the basis for operation of the CLLMM Research Centre, including development of a risk assessment framework and establishment of governance structures to support operation of the CLLMM Research Centre.

Over the delivery phase of the CLLMM Research Centre, the following outputs will be achieved:

- First Nations engagement following the culturally appropriate framework to meaningfully connect with First Nations people in the CLLMM region.
- Communication and engagement activities that connect with community in diverse and novel ways, including a school education program and an augmented reality experience.
- Research projects that align with community and First Nations priorities as well as addressing critical end-user needs of the region. Research outputs presented in a range of formats, ensuring that they are readily available for decision-makers, First Nations and community to facilitate knowledge adoption and inform policy and planning. Outputs produced relating to these research projects may include technical scientific reports and scientific papers, policy briefs and fact sheets, infographics, visual summaries, conference and community presentations, videos, media releases, new articles, and social media communications; and
- Sound administrative delivery of the Research Centre including secretariat of Research Centre governance; monthly, interim, and annual reporting as well as providing support in event organisation, and knowledge dissemination.

The CLLMM Research Centre aims to establish a trusted presence that fosters knowledge creation and sharing to implement research to inform management, support the well-informed and engaged community and empower our future generations in the region.





## Scope

The CLLMM Research Centre will prioritise research activities in collaboration with the community and First Nations, aiming to assess the impact of climate change on the region. It will also address the essential requirements for improved management of the CLLMM region, identifying future threats to water security in a changing climate. The CLLMM Research Centre will develop and implement new and complimentary research and activities that will not duplicate, but value add to the work of others. The CLLMM Research Centre will not deliver on-ground actions, such as invasive species control and environmental watering, although research projects may value-add to projects with these focuses. The operation of the CLLMM Research Centre will align with the principles and objectives of the First Nations, Community and Engagement and Research plans established by the CLLMM Research Centre.

## Constraints


The ability to achieve the objectives of the CLLMM Research Centre are constrained by the delayed translation of the Australian Government funding into Research Centre commencement, which has led to a three-year operation (as opposed to originally planned four-year operation).

## Assumptions

The CLLMM Research Centre is establishing a local presence to facilitate the delivery of research and engagement in the CLLMM region. The successful operation of The CLLMM Research Centre is dependent on the support and acceptance of the community and First Nations along with other key parties working in the region. It is assumed that the community, First Nations, and other key parties will want to be involved, engaged and feel strongly about research and engagement conducted by the Research Centre. It is assumed that scientists from Goyder Institute for Water Research will engage with the research delivery strategy of the Research Centre.

## Dependencies

The CLLMM Research Centre will operate in an interdependent manner. The successful operation of the CLLMM Research Centre will heavily rely on its ability to manage several dependencies. High levels of community and First Nations support will be critical to operate the CLLMM Research Centre. The CLLMM Research Centre will be dependent on collaboration with a broader range of local, state, and national key parties, such as natural resource managers and local not-for-profit organisations, to ensure that our work compliments those working in the region. The CLLMM Research Centre is dependent on the capacity and expertise of Goyder Institute for Water Research, research partners (and other researchers) to deliver the research portfolio. Across these dependencies, strong working relationships will be imperative to ensure successful operation of the CLLMM Research Centre.



## Schedule

The schedule for the operation of the CLLMM Research Centre is divided the establishment and delivery phases. The milestones (**Table 1**) and project schedule (**Table 2**) for these phases is provided below.

### Milestones

**Table 1.** Milestones of the Establishment Phase (001–002) and Delivery Phase (003–006).

MILESTONE NO.	MILESTONE NAME AND DESCRIPTION	DUE DATE
Establishment phase		
001	Execution of Grant Agreement Execution of the Grant Agreement	30/06/2023
002	<ul style="list-style-type: none"> <li>Completion of the Establishment phase</li> <li>Provision of: Risk assessment and risk management plan, First Nations engagement plan, Communication and engagement plan and Project Plan for approval by DCCEEW.</li> </ul> <p>Once approved by DCCEEW, this milestone table will be used to report against for the remainder of the agreement.</p> <p>Noting the point in time that this project plan was drafted (in the Establishment Phase), the CLLMM Research Centre may seek to update the Project Plan later, to incorporate more detail on the delivery phase if needed with any updates subject to DCCEEW approval.</p>	31/12/2023
Scope Delivery phase		
003	<ul style="list-style-type: none"> <li>Provision of Year One Progress Update (2023-2024) Content of the report detailed in this approved Project Plan (see below).</li> </ul> <p>Provision of a Research Plan for approval by DCCEEW. The Research Plan should include a summary of themes/research priorities and the finalised list of foundational projects put forward by communities including First Nations. Detail and analysis of how community engagement has informed research priorities and how two key end-users (community and the government) will be able to use expected research outputs to inform adaptation and management.</p>	31/05/2024
004	<ul style="list-style-type: none"> <li>Provision of Year Two Interim Summary (2024-2025) Content of the report detailed in this approved Project Plan (see below).</li> </ul>	31/10/2024
005	<ul style="list-style-type: none"> <li>Provision of Year Two Progress Update (2024-2025) Content of the report detailed in this approved Project Plan (see below).</li> </ul>	31/05/2025
006	<ul style="list-style-type: none"> <li>Year Three Interim Summary (2025-2026) Content of the report detailed in this approved Project Plan (see below).</li> </ul>	31/10/2025



	This Interim Summary will provide an initial framework outlining program close out in preparation for Milestone 7.	
007	<ul style="list-style-type: none"><li>Year Three Progress Update (2025-2026)</li></ul> Content of the report detailed in this approved Project Plan (see below).  This Progress Update must include detail on program close out and integration activities conducted and a summary of total cultural, social, economic and environmental benefit realisation.	30/04/2026





## Project schedule

**Table 2.** Project schedule of the Establishment Phase (001–002) and Delivery Phase (003–006).

ITEM	DESCRIPTION OF MAJOR TASKS	DUE DATE
Establishment phase		
1	Governance & risk	31/12/2023
2	Reporting Structures	31/12/2023
3	Research Plan	31/12/2023
4	First Nations Plan	31/12/2023
5	HR – Recruitment/Premises/Branding/Marketing	31/12/2023
6	Communication & Engagement Plan	31/12/2023
Delivery phase		
	Progress reporting	Monthly
	Year One Progress Update (2023-2024)	31/05/2024
	Year Two Interim Summary (2024-2025)	31/10/2024
	Year Two Progress Update (2024-2025)	31/05/2025
	Year Three Interim Summary (2025-2026)	31/10/2025
	Year Three Progress Update (2025-2026)	30/04/2026



## Reporting

The schedule identifies progress, interim and annual reporting requirements for the operation of the CLLMM Research Centre (Figure 2). This reporting will reflect on annual delivery of a Communications and Engagement Plan, First Nations Engagement Plan, and a Research Plan. The following sections describe the elements of each reporting. The reporting structure for the CLLMM Research Centre is provided in Figure 1.

### *Progress reporting*

The progress reporting will provide monthly up to date engagements and key milestones and progress in the Science Program. It will inform all levels of governance to ensure accountability and best practice of the CLLMM Research Centre.


### *Interim Summaries (Milestones 4 and 6)*

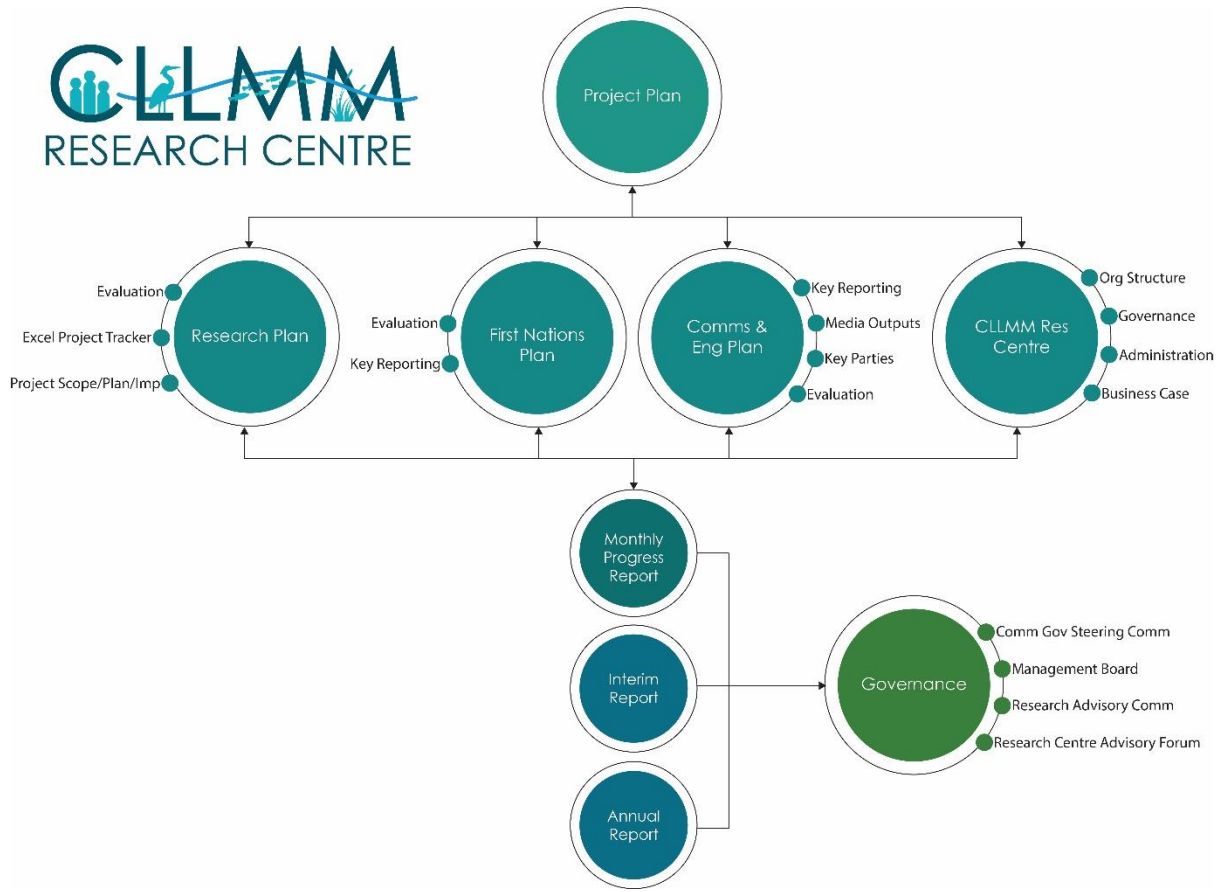
The interim report will include:

- a summary of activities conducted under each plan for the period.
- an update on Research Plan progress
- a summary of meetings, key guidance and decisions by the governance structure groups during the reporting period, if any.
- Interim analysis and description of how the program is tracking towards and performance against delivery of the Research Centre objectives and intended outcomes as outlined in the Grant Agreement
- Detail of expenditure and details and outcomes on any communications and engagement activities (including how the engagement has been delivered and how well has it been going).

### *Yearly Updates (Milestones 3,5 and 7)*

The Annual Report will include:

- a summary of activities conducted under each plan for the period.
  - a summary and analysis of Research Plan progress
  - a summary of meetings, key guidance and decisions by the governance structure groups during the reporting period.
  - Analysis and description of how the program is tracking towards and performance against delivery of the Research Centre objectives and intended outcomes as outlined in the Grant Agreement.
  - Detail of expenditure and details and outcomes on any communications and engagement activities (including how the engagement has been delivered and how well has it been going)
  - An outline of working progress towards cultural, social, environmental and economical benefit realisation and the inclusion of figures when available (Milestone 7 ONLY).
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**Figure 2.** Overview of the reporting structure of the operation of the CLLMM Research Centre.

# Finances

## Funding

The Goyder Institute for Water Research received an \$8 million grant from the Australian Government to deliver the CLLMM Research Centre from July 2022 to May 2026. The granting agreement was fully executed on 23 June 2023 and the CLLMM Research Centre commenced operation of its establishment phase on 1 July 2023.

## Budget management

A high-level summary of the budget from 2023-2024 to 2025-2026 is provided in **Table 3**. Contract costs form the largest category of expenditure, and include the participatory approaches to be undertaken, foundational projects to be delivered during the 2023-2024 financial year, the broader science research program, science synthesis and monitoring and evaluation. Total budget across the lifetime of the CLLMM Research Centre is \$7,999,039 (ex GST).

**Table 3.** Budget summary for operation of the operation of the CLLMM Research Centre.


ITEM	FINANCIAL YEAR			TOTAL
	2023-2024	2024-2025	2025-2026	
Labour (excluding On Costs)	\$446,242	\$448,199	\$452,681	\$1,347,122
Labour On Costs (30%)	\$118,130	\$121,817	\$123,035	\$362,981
Contract Costs	\$3,068,500	\$1,534,850	\$1,142,835	\$5,746,185
Marketing and Communications	\$270,000	\$77,500	\$80,250	\$427,750
Domestic Travel	\$30,000	\$25,000	\$25,000	\$80,000
Training	\$13,000	\$4,000	\$3,000	\$20,000
Audit	\$0	\$0	\$15,000	\$15,000
<b>Total (ex GST)</b>	<b>\$3,945,872</b>	<b>\$2,211,366</b>	<b>\$1,841,801</b>	<b>\$7,999,039</b>



## Quality Management


The CLLMM Research Centre's quality management strategy revolves around active engagement with key parties including First Nations, community, and research scientists, with a strong focus on 4 key areas of impact – Economic, Environmental, Social & Cultural. This approach supports in providing critical knowledge to inform future management actions in a changing climate reflecting policymakers' needs and the community's concerns and aspirations. Quality is also measured by the extent to which the research centre empowers the local community and future generations to take an active role in addressing regional challenges.

The Goyder Institute for Water Research, Research Advisory Committee (RAC) & the CLLMM Research Centre Research Advisory Forum (RCAF) will provide further quality measures by overseeing the quality assurance process of scientific outputs and provide advice to the Goyder Institute for Water research Director on the priority activities within the Research Centre's programs to achieve its' objectives. Department of Climate Change, Energy, the Environment and Water (DCCEE) can also provide guidance on quality management through the Commonwealth Government Steering Committee (CGSC). The quality management principles relating to operation of the CLLMM Research Centre are provided in **Table 4**




**Table 4.** Summary of the quality management for components of the operation of the CLLMM Research Centre.

Deliverable	Quality standard	Quality Review /Event	Person Responsible	Approval	Date
Governance and reporting	Ensuring accuracy and reliability is essential for informed decision making.	Approval of ToR for all governance Monthly Progress Reporting Development of Interim & Annual Reports	Centre Manager	DCCEEW, CGSC, Goyder Institute Management Board, Research Advisory Board and Research Centre Advisory Forum and Institute Director	Ongoing through the timeline of the project
Research	High quality, impactful research	Research prioritisation Individual research project plan approval Securing of necessary permits and approvals Monthly project meetings	Science Program Manager	RAC, RCAF	The quality will be applied to all research projects
	Assimilation of findings for end-users	Peer review of technical reporting Final reporting approval Project evaluation	Science Program Manager	DCCEEW, RAC, RCAF	The quality of assimilation will be applied to all project outputs
First Nations	Meaningful and mutually beneficial knowledge sharing and participation in research projects & priorities	First Nations community-based yarning circles & forums	First Nations Engagement Officer	RCAF	On-going through the term of the CLLMM Research Centre
	Jointly developed culturally appropriate knowledge sharing approach	Jointly developed First Nations Engagement Plan	First Nations Engagement Officer	DCCEEW	On-going through the term of the CLLMM Research Centre



Communications and Engagement	Engaging and meaningful engagement and communication with key parties	Community-based events and engagement, Communication materials across several platforms Educational programs	Communications and Engagement Coordinator	DCCEEW, RCAF	On-going through the term of the CLLMM Research Centre
	Jointly developed communication and engagement approach	Jointly developed Communication and Engagement Plan	Communications and Engagement Coordinator	DCCEEW	On-going through the term of the CLLMM Research Centre





# Governance

## Overview

The governance roles for the Research Centre encompasses several key entities. The Research Centre Funding Administrator, representing the Department of Climate Change, Energy, the Environment and Water, holds the authority to approve Research Centre activities, manage funds, and seek guidance from the Commonwealth Government Steering Committee. The Commonwealth Government Steering Committee, chaired by the DCCEEW, will provide guidance regarding the delivery of the research program against the Funding Agreement, and will enable linkages between the Research Centre and other research, monitoring and evaluation programs that are ongoing within the Murray-Darling Basin. The Goyder Institute Management Board, led by an independent chair, sets the strategic direction, approves contracts, and directs the Institute Director. The Institute Director oversees the Research Centre's strategic direction, reporting to the Goyder Institute for Water Research, Research Advisory Committee (RAC) to ensure the technical quality and scientific output, while the Research Centre Advisory Forum (RCAF) advises on priority activities, with a membership comprising First Nations and community representatives, knowledge end-users, and scientific leaders. Overview of the governance structure of the CLLMM Research Centre is provided in Figure 3.

## Governance groups

### Commonwealth Government Steering Committee (CGSC)


The Commonwealth Government Steering Committee will provide guidance regarding the delivery of the research program against the Funding Agreement and will enable linkages between the Research Centre and other research, monitoring and evaluation programs that are ongoing within the Murray-Darling Basin. Members facilitate promotion of the activities and outputs through the Commonwealth Water Family networks. It will be chaired by the Department of Climate Change, Energy, the Environment and Water (DCCEEW).

### Goyder Institute for Water Research Management Board

The Management Board of the Institute sets the strategic direction of the Institute and assesses the performance of the Institute against the strategic direction. The Management Board consists of one member from each of the South Australian Department for Environment and Water (SA DEW), CSIRO, Flinders University, The University of Adelaide, and the University of South Australia. Importantly, the Board is led by an independent chair. For the purposes of the Research Centre, the Management Board will approve the Institute Manager (the University of Adelaide) to execute funding agreements and any associated variations and provide direction to the Institute Director on the Research Centre's activities.

### Goyder Institute for Water Research Director

The Institute Director will oversee and be responsible for the strategic direction and operations of the Research Centre and Research Centre staff. The Director will report to the Research Centre Administrator and Goyder Institute Management Board and on the performance of the Research Centre and risks associated with delivery against the agreed goals and deliverables.








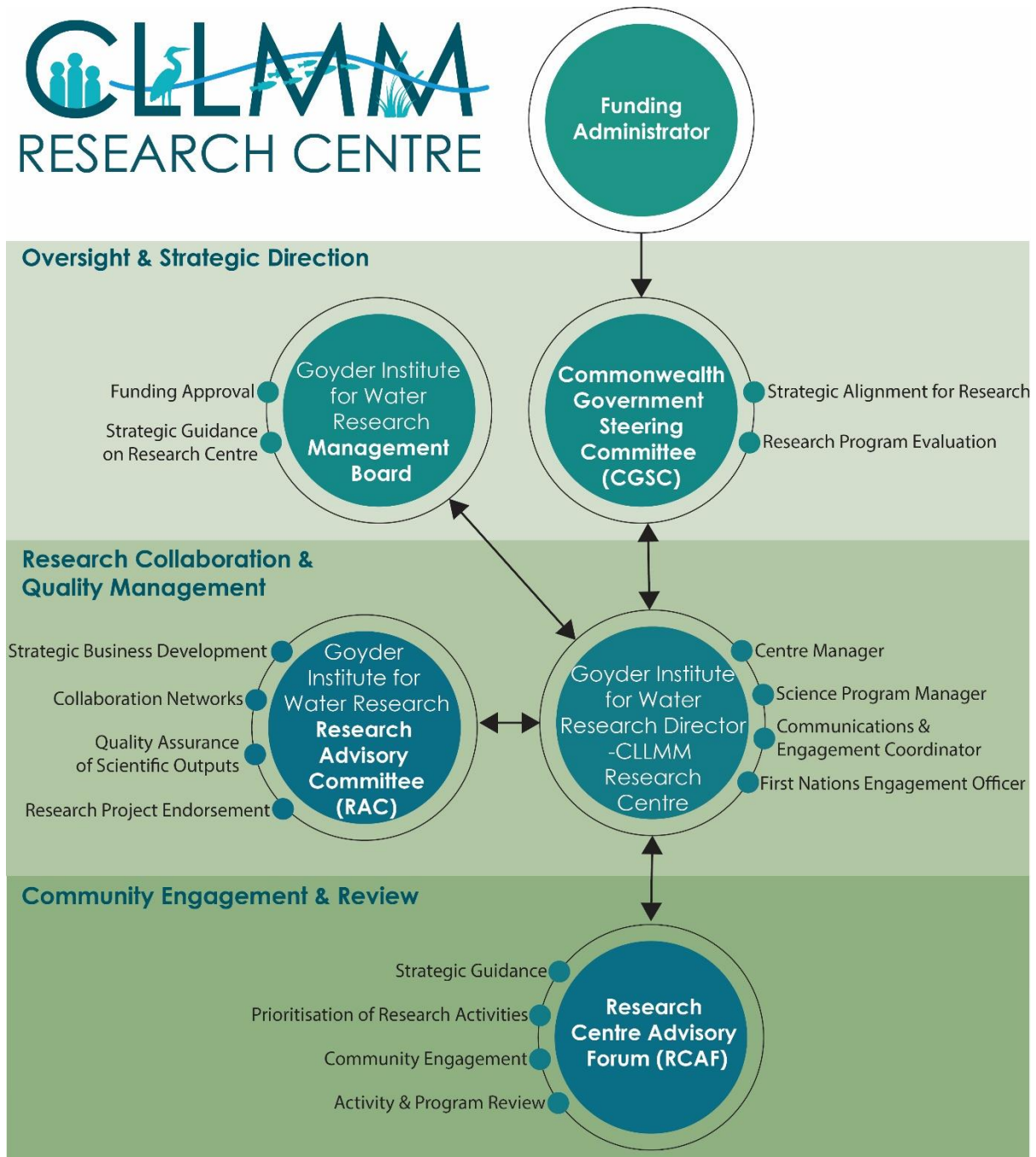
## Goyder Institute for Water Research - Research Advisory Committee (RAC)

The Institute's Research Advisory Committee will adhere to the Goyder Institute's standard operating principles to provide advice to the Institute Director on the technical value of the Science Program of the Research Centre. This will include overseeing the quality assurance process of scientific outputs. The Research Advisory Committee is chaired by the Institute Director and consists of leading water researchers within Australia including members of the SA DEW, CSIRO Flinders University, The University of Adelaide, the University of South Australia, SA Water, the South Australian Environment Protection Authority (EPA) and the South Australian Research and Development Institute.

## Research Centre Advisory Forum (RCAF)

The Research Centre Advisory Forum will provide advice to the Institute Director on the priority activities within the Research Centre's programs to achieve the objectives of the Research Centre. The Research Centre Advisory Forum will be chaired by the Goyder Institute Director. Membership will consist of representatives from the DCCEEW, Murray Darling Basin Authority (MDBA), SA DEW Management, Hills and Fleurieu Landscape Board, Murraylands and Riverland Landscape Board, Primary Industries and Regions SA, SA Water, National Parks and Wildlife Service, community members (3), First Nation community member, First Nations representatives from the Ngarrindjeri Aboriginal Corporation (NAC), Murray Lower Darling Rivers Indigenous Nations (MLDRIN), Burrendies Aboriginal Corporation (BAC) and local government association representatives from the Murray Bridge Council, Coorong District Council and Alexandrina Council, and a Science Leadership Group consisting of representatives from the Goyder Institute partners (Flinders University, University of South Australia, University of Adelaide, CSIRO and SA DEW Science).





**Figure 3.** Overview of the governance structure of the operation of the CLLMM Research Centre.

### CLLMM Research Centre staff

The Institute requires numerous staff to deliver the Research Centre in addition to utilising the expertise and resources available through its Partner organisations. The following roles are necessary:

#### Science Program Manager

The Science Program Manager will have responsibility for managing the delivery of the science program against the agreed milestones. The Science Program Manager will report to the Institute Director and provide regular reports to all governance groups on progress and future directions of the Science Program and support the resolution of any issues identified.



## Communication and Engagement Coordinator


The Communications and Engagement Coordinator will have responsibility for developing and implementing a communications and engagement plan, including community science forums, management of the Immersive experience, a school education program and communication activities (videos, social media etc.) The Communications and Engagement Coordinator will report to the Institute Director.

## First Nations Engagement Officer

The First Nations Engagement Officer will have responsibility for developing and implementing an engagement plan with First Nations. This will particularly relate to supporting First Nation engagement in the Science Program. The First Nations Engagement Officer will report to the Institute Director.

## Research Centre Manager


The Research Centre Manager will assist the Goyder Institute for Water Research Director in the administrative delivery of the Research Centre including secretariat of Research Centre governance; and will assist the Communication and Engagement Officer and First Nations Officer in aspects of their roles as required, particularly regarding administrative reporting, event organisation, and knowledge dissemination.





## Key parties

See The Coorong, Lower Lakes and Murray Mouth (CLLMM) Research Centre: Communications & Engagement Plan 2023–26.





# Risk Management

See attached.





# CLLMM

RESEARCH CENTRE



The Goyder Institute for Water Research is a partnership between the South Australian Government through the Department for Environment and Water, CSIRO, Flinders University, the University of Adelaide, and the University of South Australia.

