



Revised Corporate Plan

2013-2018
Revised March 2014



Australian Government



Wimmera CMA

Wimmera Catchment Management Authority
24 Darlot St, Horsham Victoria 3400
PO Box 479 Horsham Victoria 3402

Phone: (03) 5382 1544
Fax: (03) 5382 6076
Email: wca@wcma.vic.gov.au
ABN: 83 900 830 261
Website: www.wcma.vic.gov.au

Cover photograph: David Fletcher

First published - April 2013
Revised - March 2014



Australian Government





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Part A: Statement of Corporate Intent

Business objectives

Our vision is for a healthy Wimmera catchment, where a resilient landscape supports a sustainable and profitable community.

To realise our vision, Wimmera CMA has four strategic objectives:

1. a) Improve catchment health through continuous improvement and implementation of the Wimmera Regional Catchment Strategy
 - b) Build understanding and create effective partnerships by involving our regional communities.
 - c) Influence policy and investment decisions through respected and valued delivery partnerships.
2. Foster a healthy organisation based on achievement, knowledge and governance.

Business Undertakings

Key business undertakings of Wimmera CMA are:

- Collaboration (building community awareness & participation);
- Planning (establishing future priorities, minimising risks and maximising opportunities);
- On ground works (improving physical change and catchment health outcomes);
- Knowledge management (identifying gaps and utilising research & development);
- Implement Regional Catchment Strategy (RCS).

Nature and Scope of Activities

- Working with the community to maintain and improve the condition of our natural environment;
- Promote sustainable agricultural practices;
- Minimising the impacts of introduced pests and weeds;
- Undertake Statourtory responsilbilites as required under the water and CaLP Acts;
- Providing tailored information to community and local government to make informed decisions on environmental issues i.e. flood plan management.

Providing incentives and support for landholders undertaking management change to improve their environment.

Performance targets and measures

The following key performance indicators and targets are Wimmera CMAs commitment to deliver on legislative compliance requirements including the *Catchment and Land Protection Act 1994* Statement of Obligations commenced on 1 July 2007; and the *Water Act 1989* Statement of Obligations commenced on 19 October 2006.

These will be delivered to the extent Wimmera CMA is funded to do so. Wimmera CMA will report progress against performance indicators and targets established in this Corporate Plan in our Annual Report.

The tables below list key performance indicators which measure the success in achieving the following objectives:

Performance area	Performance indicators	Targets	Achievement reporting
Governance			
Board performance	Complete and submit an annual board performance assessment report, according to any guidelines issued	By 31 August annually	Actual date on which the board assessment report was submitted
	Participation by board members in development activities	All board members participate in development activities	Proportion of board members participating in development activities
Board charter	Develop and implement a board charter	The board charter is reviewed (and if necessary, amended) by 30 June annually	Actual date on which the board charter was reviewed and, if necessary, amended
Risk and financial management	Compliance to risk management plans for each program	All programs have risk management plans in place	Percentage of programs with risk management plans in place
		Nil non-compliances with risk management plan	Number of non-compliances with risk management plan
Policies and procedures	Regular review of policies and procedures	Each policy and procedure is reviewed at least every five years	Percentage of policies and procedures reviewed annually



Part A: Statement of Corporate Intent

Performance area	Performance indicators	Targets	Achievement reporting
Efficiency and organisational performance			
Grant management	Administration costs of grants are minimised	10 per cent or less of grant funds is spent on administration	Overall percentage of grant funds spent on administration Number of grants from which more than 10 per cent was spent on administration
	Minimise time taken to determine grant applications	Grant applications are determined within one month of being received	Average time taken to determine grant applications
Regulatory waterway/water functions	Number of days to process works on waterways permits	Not more than 20 working days	Average number of working days to process permits Number of permits that took more than 20 working days to process
	Number of days to process referrals for any works on or in relation to a dam	Not more than 20 working days	Average number of working days to process permits Number of permits that took more than 20 working days to process
	Number of days to process referrals from local government on flooding and controls on planning scheme amendments, and planning and building approvals	Not more than 20 working days	Average number of working days to process permits Number of permits that took more than 20 working days to process
	Number of days to process enquiries from local government and the community on flooding	Not more than 20 working days	Average number of working days to process permits Number of permits that took more than 20 working days to process

Performance area	Performance indicators	Targets	Achievement reporting
	Number of days to process referrals for Water Use Licences that don't meet the standard water-use conditions	Not more than 20 working days	Average number of working days to process permits Number of permits that took more than 20 working days to process
	Number of days to process enquiries from Rural Water Corporations on irrigation and drainage plans and seasonal adjustments to annual use limits	Not more than 20 working days	Average number of working days to process permits Number of permits that took more than 20 working days to process
	Number of days to process enquiries from Rural Water Corporations issuing Take and Use Licences	Not more than 20 working days	Average number of working days to process permits Number of permits that took more than 20 working days to process



Part A: Statement of Corporate Intent

Performance area	Performance indicators	Targets	Achievement reporting
Effectiveness and environmental outcomes			
Integrated River Health Management	Revise Waterway Strategy to plan for waterways in relation to their economic, social and environmental values	Waterway Strategy revised every four years	Actual date Waterway Strategy was revised
	Develop and revise Environmental Operating Strategies and Annual Watering Plans to manage the environmental water reserve in accordance with objectives	Environmental Operating Strategies developed or revised every five years Annual Watering Plans approved for all Environmental Entitlements	Actual dates Environmental Operating Strategies were developed or revised Actual date Annual Watering Plans were approved
	Implement annual river health programs and activities to improve environmental values and health of water ecosystems	All annual river health targets and works programs achieved	Percentage of annual river health targets and works programs achieved
Regional Catchment Strategy (RCS)	Complete and submit the developed or revised RCS according to any guidelines, standards and related information issued	Submit the developed or revised RCS by the due date as required in any guidelines, standards and related information issued	Actual date on which the developed or revised RCS was submitted for approval
	Percentage of RCS annual actions implemented	All RCS annual actions implemented	Percentage of RCS annual actions implemented
Regional Native Vegetation Plan (RNVP) implementation	Percentage of RNVP annual actions implemented	All RNVP annual actions implemented	Percentage of RNVP annual actions implemented
Invasive plant and animal management	Regional Invasive Plant and Animal Strategies incorporating related priorities in all land tenures in the region	Invasive Plant and Animal Strategies revised by 30 June every five years	Actual date strategies were revised

Performance area	Performance indicators	Targets	Achievement reporting
Regional and statutory planning	Provide advice on dryland salinity, irrigation management, soil erosion, or any other land management issue identified in the local Municipal Strategic Statement as the referral body	100 per cent of referral responses provided for each issue	Percentage of referral responses provided for each issue
Salinity management	Implementation and periodic review of Regional Salinity Management Plans (RSMP) and Land and Water Management Plans (LWMP)	RSMP and LWMP completed RSMP and LWMP periodically reviewed RSMP and LWMP include annual actions to be implemented	Whether: RSMP and LWMP completed; RSMP and LWMP periodically reviewed; and RSMP and LWMP include annual actions to be implemented
	Progress against annual action targets	All annual RSMP and LWMP actions and targets achieved	Proportion of RSMP and LWMP annual actions and targets achieved
	Develop regional salinity targets and corresponding works programs in accordance with the Murray Darling Basin Salinity Agreement	All annual salinity targets and works programs achieved	Proportion of annual salinity targets and works programs achieved
	Annual report on the allocation and update of salt disposal entitlements submitted to the responsible Minister	By 31 July annually or as otherwise requested by the responsible Minister	Actual date the report was submitted
Regional Landcare groups, networks and other community groups	Deliver the Regional Landcare Support Strategy, including coordination of Landcare at a regional scale	Evaluate and revise the strategy every five years	Actual date the strategy was evaluated and revised

Information provided to the Minister

Annually the Minister will be provided with the Wimmera CMA Annual Report, any deviations to the Corporate Plan and any requests made by the Minister.

Through the chair the Ministers will be briefed and informed of local and regional issues as required.



Part B: Business Plan

Strategic Directions

The Wimmera CMA's Corporate Plan has been developed within the framework of the Catchment and Land Protection Act 1994, the Water Act 1989, and directions issued by the Minister for Environment and Climate Change and Minister for Water.

Our Regional Priorities

The Regional Catchment Strategy (RCS) is the key planning document that will set regional priorities for the future management of natural resources across the Wimmera.

Key targets will be delivered to the extent that Wimmera CMA is funded to do so.

Supporting the Regional Catchment Strategy are the Wimmera's approved operational plans and strategies including:

- Wimmera Waterway Health Strategy
- Wimmera Salinity Action Plan
- Wimmera Soil Health Strategy
- Wimmera Invasive Plant and Animal Management Strategy
- Wimmera Group and Volunteer Support Strategy

These operational plans outline the investment required to address priority environmental issues for the region. These plans and strategies prioritise actions, to ensure 'best value' outcomes are achieved from this investment.

Through effective partnerships Wimmera CMA works with the community, key stakeholders and agencies to develop plans, priorities and actions that influence policy and investments with the aim to protect, enhance and improve the Wimmera's key natural assets. These assets form the basis for investment planning and priorities and include the following:

- River and Stream Health
- Wetlands
- Soils
- Native vegetation
- Threatened plants and animals

Objectives of the Regional Catchment Strategy

The RCS aims to provide focused, integrated and coordinated direction for all natural resource management activities.

RCS (twenty-year) objectives for rivers and streams

1. No decline in rivers and streams classified as good or excellent in the 2004 Index of Stream Condition.
2. Improvements in the condition of rivers and streams classified as poor to moderate in the 2004 Index of Stream Condition.
3. Rivers and streams classified as having high social or economic values in the *Wimmera Waterway Health Strategy 2006–2011* will be maintained in value.
4. Eighty percent of riverine floodplain areas have accurate modelled flood mapping incorporated into council planning schemes. Such information is included in council and community supported emergency response plans.
5. Net gain in extent and quality of floodplain Ecological Vegetation Class.

Management measures

Taking into consideration the condition, trends and threats to rivers & streams, the following six-year management measures have been developed to deliver the twenty-year objectives for river and stream health:

1. Review, update and implement waterway strategies.

For riparian land:

1. Establish a network of managed and maintained riparian zones with high environmental value.
2. Apply best practice management in riparian zones to improve flora and fauna habitat.

For instream habitat and channel form:

1. Undertake on-ground management actions targeting bed and bank erosion, sedimentation, gully erosion and potential landslips.
2. Restore diversity, habitats, connectivity and movement of instream material, through stabilisation and restoration of channels, banks, substrate and riparian vegetation.
3. Apply best practice management for instream habitat, including adequate structural woody habitat to help native aquatic species such as native fish.

For water quality:

1. Reduce the impact of salinity on river and stream health.
2. Limit nutrients, sediments and other pollutants entering and being remobilised.
3. Work towards meeting *State Environment Protection Policy (Waters of Victoria) 2003* criteria for water quality.
4. Coordinate water quality management projects to improve the quality of water in rivers and streams.
5. Provide information on the trends in river and stream health in relation to water quality.

For adequate flows:

1. Deal adaptively to climatic impacts on streamflows.
2. Achieve minimum environmental water needs of priority rivers and streams under historic climatic conditions.
3. Provide environmental water releases to improve water quality and enable diversity of aquatic and water dependent flora and fauna ecosystems and maintain channel form.
4. Seek additional environmental water where available such as through improving efficiency of water delivery or other water recovery activities.
5. Prevent additional flow-stress impacts, such as intense water extraction or land-use change activities (e.g. concentrated areas of new farm dams or forestry development) by acknowledging the recommendations of the *Western Region Sustainable Water Strategy 2011*.

For aquatic ecosystems:

1. Reduce impacts of exotic species on aquatic ecosystems.

For the floodplain:

1. Improve knowledge of floodplains and their flood characteristics, including the improvement of flood overlays.
2. Manage floodplains to minimise flood risk and damage to people and property.
3. Enhance ecological values of floodplains.
4. Achieve a balance between social, economic and environmental values on floodplains.



Part B: Business Plan

RCS (twenty-year) objectives for wetlands

1. Wetlands with recognised conservation significance are protected and sustained. These include:
 - Lake Albacutya Ramsar site
 - fourteen wetlands listed on the *Directory of Important Wetlands in Australia*
 - wetlands that are known to provide habitat for migratory birds and threatened species
 - seasonal herbaceous wetlands (freshwater) of the temperate lowland plains
2. The rate of decline in freshwater meadows and shallow freshwater marshes is decreased, as these meadows and marshes are under the greatest threat.
3. Wetlands continue to provide social, environmental and economic benefits valued by the community.

Management measures

Taking into consideration the condition, trends and threats to wetlands, the following six-year management measures have been developed to deliver the twenty-year objectives for wetland health:

1. Review, update and implement waterway strategies.
2. Actively protect wetlands with recognised conservation significance from threatening processes and sustain their conservation values.
3. Actively promote wetland protection.
4. Assist land managers to permanently protect and manage freshwater meadows and shallow freshwater marshes according to best practice.
5. Increase the number of land managers implementing best practice wetland management.
6. Prevent negative impacts to wetlands from new developments and land-use change by working with local governments and Department of Planning and Community Development to implement wetland-specific, planning scheme overlays.
7. Review, update and implement the *Lake Albacutya Ramsar Site Strategic Management Plan*.

RCS (twenty-year) objectives for soils

The overall outcome for soils will be to ensure that land managers have the capacity, skills and knowledge to improve soil productivity and resilience to environmental change. Resilient soils will in turn, support a productive farming system, and a healthy environment and community that is prosperous in the face of climatic and economic challenges.

This outcome will be achieved by increasing the number of landholders (80 percent) adopting best management practices that improve soil:

1. Productive capacity.
2. Resilience against extreme weather events and economic perturbations.
3. Rainfall use efficiency and water holding capacity.
4. Environmental amenity (e.g. reduced greenhouse gas emissions).
5. Organic matter and biological activity.
6. Resilience against degradation on other natural assets.

Management measures

Taking into consideration the condition, trends and threats to soil, the following six-year management measures have been developed to deliver the twenty-year objectives for soil health:

1. Maintaining or improving ground cover.
2. Increasing soil organic matter (including soil carbon).
3. Improving beneficial soil biological activity.
4. Recovering areas of dryland salinity.
5. Improving nutrient efficiencies.
6. Enhancing landholder knowledge of soil health.
7. Supporting research and development.
8. Improving partnerships between landholders and soil health agencies.

RCS (twenty-year) objectives for native vegetation

1. Improve the management of existing native vegetation classes.
2. Strategically revegetate with indigenous species.
3. Bring 30,000 ha (45 percent) of endangered vegetation on private land under ongoing and recognised best practice management standards.

Management measures

Taking into consideration the condition, trends and threats to native vegetation, the following six-year management measures have been developed to deliver the twenty-year objectives for native vegetation health:

1. Update and review the *Wimmera Native Vegetation Plan*, with an aim to provide greater flexibility and strategic thinking in offset requirements under planning schemes, particularly for single paddock trees, connectivity and biolinks.
2. Actively protect high conservation value native vegetation from threatening processes and sustain its conservation values.
3. Ensure current biosecurity approaches adequately address disease threats.
4. Improve coordination with government agencies, local governments, industry groups, landholders and others for landscape-scale planning and planting of native vegetation, including revegetation activities.
5. Continue to implement the *Wimmera Invasive Plant and Animal Strategy*, and communicate information on activities and success to the broader community.
6. Implement recommendations of the report by the independent working group on roadside management.
7. Develop an action plan that will address potential increase in carbon sequestration activities through native vegetation actions.

RCS (twenty-year) objectives for threatened plants and animals

1. Demonstrate actions leading to improving the status of 20 percent of listed species occurring in the region.
2. Improve community awareness of local threatened species.
3. Improve coordination of communication and availability of information between agencies and the community to maximise benefits for threatened species.

Management measures

Taking into consideration the condition, trends and threats to threatened plants & animals, the following six-year management measures have been developed to deliver the twenty-year objectives for threatened species:

1. Continue to support on-ground actions to reduce threats at specific sites.
2. Participate in the development of a statewide framework to improve the prioritisation of threatened species work and the communication of successes.
3. Continue to implement WIPAMs to manage pest plant and animals and disease.
4. Ensure current biosecurity approaches adequately address disease threats.
5. Undertake educational programs to improve community involvement and awareness of threatened plants and animals and the relevant threatening processes.
6. Identify flagship species and ecological communities to promote landscape-scale habitat protection and improvement work.
7. Support and participate in existing networks to maximise information flow between agencies (e.g. recovery teams).
8. Establish and maintain a regional threatened species advisory committee that reports to the Wimmera CMA board and includes representatives from key agencies.
9. Ensure that spatial information on threatened species is accessible and used by local governments and fire managers, so that these species are routinely accounted for in planning and operations.
10. Implement actions that directly lead to improving the status of listed threatened species, with a focus on propagating and reintroducing listed flora species.



Part B: Business Plan

Business Risks and Mitigating Controls

The Wimmera CMA has in place a Risk Management Plan and system which has recently undergone a risk framework quality review (RFQR) undertaken by our insurer the Victorian Managed Insurance Authority. The review found the Wimmera CMA risk management system to be effective. Wimmera CMA will ensure the system continues to be effective over the life of this plan

and into the future.. The table below has been extracted from this Risk Management Plan. Business risks for the organisation have been provided with a risk rating to indicate the degree of exposure and urgency of required action. Risks that have been identified as "High" are summarised below:

Risk	Action Taken
Government and departmental policy change that effect the Authorities management & structure	<ul style="list-style-type: none"> Input into policy documents at various levels Membership and input to CMA Chairs forum Input into Government and Departmental Processes
Loss of or Reduction in Funding	<ul style="list-style-type: none"> Ensure quality bids are made for all available areas of funding
Major injury or death from driving and work related vehicle use (Including use of private vehicles for work related purposes)	<ul style="list-style-type: none"> Third party and public liability Insurance OH&S Manual Purchase of vehicles with up to date safety equipment Defensive driver and 4x4 driver training Use of private vehicles requires management approval Navigation and tracking devices in all 4X4 vehicles Mobile Phone policy
Commercial liability Claims for damages from Contractors or Public for negligence	<ul style="list-style-type: none"> Adequate Insurance Appropriately skilled staff Accurate data (GIS) Appropriate contractor management Legally binding contracts with indemnities Contracting and tendering policy OH&S policy and procedures

Risk	Action Taken
Damage or destruction of CMA funded works (fencing, structures, plantings etc)	<p>On-going liability for works transferred in contracts with landholders (owners)</p> <p>Emergency reserve established</p> <p>Investigate security systems for security of assets</p>
Wimmera CMA viewed as ineffective in achieving outcomes	<p>Communication and education plans</p> <p>Statement of obligations</p> <p>Communication to stakeholders</p> <p>Reporting procedures in place</p> <p>Quality Assurance system in place</p>
Poor relationships with partners and clients	<p>Formal and informal meetings</p> <p>Coordination of key media and messages</p> <p>Funding programs and projects with partners</p> <p>Memorandum of understanding with partners</p>
Loss of productivity due to software and hardware failure	<p>IT contractor in place for system maintenance</p> <p>Internal controls for IT systems</p> <p>Disaster Recovery Plans in place</p> <p>Whole of government enterprise agreement for Microsoft products</p> <p>Data recovery Plan in place</p>
An incident occurring working in isolation or remote field work	<p>OH&S manual</p> <p>Wireless tracking and navigation devices fitted to all 4X4 vehicles</p> <p>SPOT tracking system</p>
Injuries arising from working with volunteers, public and community	<p>OH&S Manual</p> <p>Induction of all volunteers</p> <p>JSA's for all volunteer monitoring sights</p> <p>Community engagement strategy</p>



Part B: Business Plan

Business Development

Priority areas for organisational activity during the life of this Corporate Plan will include:

- Attempt to retaining key capacity during potential periods of financial uncertainty associated with less funding from the State and Federal funding programs, with the aim to ensure continuity of successful programs, maintenance of relationships with landholders and the delivery of statutory functions;
- Continually improving understanding within the community by reinforcing Wimmera CMA's role as the leader in Natural Resource Management;
- Maintaining a quality assurance framework which ensures continuous improvement and best practice systems in order to achieve ISO:9001 certification;
- Maintaining and utilising five advisory committees one for each of the natural assets under the Regional Catchment Strategy;
- Implementing recommendations from the business excellence review;
- Participation in CEO's VCMC business improvement group.
- Continue to plan and implement the use of Microsoft SharePoint for improvement of key business systems ;
- Introduction of an organisational customer service committee;
- Working collectively with other CMAs to improve business systems and efficiencies:
 - Development and implementation of Consolidated Register of Environmental Stocks and Transactions (CREST), which is an authoritative spatially-referenced register of environmental stocks, and a history of the transactions that occurred on those stocks (e.g., references to contracts, on-ground works, on-title agreements, etc) including information on the trading platforms where those transactions occurred (e.g., specific tenders, grants, offset schemes, exchange, etc). CREST is a joint project of DSE (ecoMarkets), Wimmera CMA and Corangamite CMA;
 - Continue to develop effective business systems in collaboration with other CMA's for the AX ERP system and NRMS systems;



Part C (1) Financial Statements and notes

Accounting Policies

All the Authority's accounting policies are consistent with the *Financial Management Act 1994* and applicable Ministerial directions.

Australian Accounting Standards

Annual accounts are prepared in accordance with Australian Accounting Standards. The annual accounts are audited by the Victorian Auditor General to ensure compliance with accounting standards.

Corporate Costs and Project Costing

The State Government funds the Authority's governance, corporate and statutory costs via a grant through DSE Natural Resources Division. Overhead costs in excess of the grant required to enhance and maintain business systems, infrastructure, resources and services are charged to projects inclusive as a direct labour charge to projects. The costs that exceed the grant are those costs that can be attributed to the cost of staff accommodation, provision and maintenance of resources and services provided to staff to enable them to efficiently and effectively carry out the organisations programs. The use of a labour charge to projects ensures that staff costs are equitably spread over projects according to the resource used in delivering the project.

Proposed Expenditure

Proposed expenditure categorised by the Victorian Investment Framework (VIF) programs and Regional Catchment Strategy (RCS) outcomes see appendix 1

Other planned Expenditure

The Authority will continue to develop its SharePoint systems to include the Authorities Intranet and Extra net systems. Redevelopment of the Authorities Web site is also planned for the 2013-14 year. Full scoping of these projects is still to be completed.

Planned Capital Expenditure 2012/13

Budgeted capital expenditure and disposals for the forthcoming year are highlighted in the table below:

Category	Funding Source	('000)	Description
Program Support	Various	150	Net Motor vehicle replacement
Program Support	Various	50	Computer replacement program

Funding Estimates and Assumptions

Planned programs for the forthcoming year are based on Wimmera CMAs estimate of funding available through State and Australian government funding programs and indicative indications from Investors. Wimmera CMA has also applied for competitive Australian Government funding streams. There are possible additional funds which may flow to the Authority during the period, however no firm advice has been received at the date of the plan preparation and consequently such funds have not been included in the projections.

Assumptions Underpinning Financial Statements

At the level of funding assumed from both Victorian and Australian the Authority's financial position will be sound. The funding level will allow the Authority to maintain its programs as well as enabling the Authority to support its staff and programs, by ensuring mechanisms are in place to provide good systems for work practices that enable staff to safely and efficiently achieve program and catchment goals.

The statement of financial position indicates that the Authority will ensure its commitments are able to be met and are provided for over the next three years.



Part C (2) Financial Statements

Financial statements and performance indicators

For the forthcoming year 2013-2014

	000's				Proposed Expenditure
	Estimated Income				
	State	C'mlth	Other	Projects	
Wimmera CMA Corporate and Statutory Operations					
Board and Advisory Committees	210			(10)	200
Chief Executive and Support	305			(20)	285
Corporate Services and Project Support	391		323	(20)	694
Statutory Water Management	342	-	-	-	342
Allocated Overheads				1,250	1,250
Sub -Total 1	1,248	-	323	1,200	2,771
VIF/RCS Programs					
Rivers & Streams	1,578	339	-	(331)	1,586
Wetlands	301	200		(86)	415
Threatened Species	-	805	63	(139)	729
Native Vegetation	1,750	936		(464)	2,222
Soils		984		(170)	814
Other	50	17		(10)	57
Sub -Total 2	3,679	3,281	63	(1,200)	5,823
Total (1+2)	4,927	3,281	386	-	8,594

(1) All Wimmera CMA Investor projects contribute to overheads in proportion to their comparative utilisation of overhead resources in excess of overheads not funded in the Corporate allocation of \$906K.

VIF funding for partners now flows direct to partner agencies.

Operating Statement

	\$000's	\$000's	\$000's
	Forecast 2013-2014	Forecast 2014-2015	Forecast 2015-2016
Revenue			
Local			
Interest	123	140	140
Other	200	200	200
Grants			
State	4,927	3,151	3,151
Commonwealth	3,281	2,925	2,925
Other	63	200	200
Total Revenue	8,594	6,616	6,616
Expenditure			
Corporate and Statutory Operations	991	1,200	1,300
Depreciation	279	280	280
Provisions	74	80	80
Other	-	-	-
Strategic programs			
Rivers & Streams	2,215	2,100	2,000
Wetlands	716	700	700
Threatened Species	480	500	500
Native Vegetation	1,169	1,709	558
Soils	1,375	1,375	1,124
Other	30	37	37
Total Expenditure	7,329	7,981	6,579
Operating Surplus/(deficit)	1,265	(1,365)	37



Part C (2) Financial Statements

Statement of Cash Flows

	\$000's	\$000's	\$000's
Cash Flows from Operating Activities	Forecast 2013-2014	Forecast 2014-2015	Forecast 2015-2016
Government Contributions	8,208	6,076	6,076
Interest Received	123	140	140
Other Revenue	138	120	120
Net GST(paid)/Received	395	463	378
Payments to Employees & Suppliers	(7,099)	(8,078)	(6,590)
Net Cash Provided by/(Used in) Operating Activities	1,765	(1,279)	123
Cash Flows from Investing Activities			
Payments for Plant & Equipment	(200)	(196)	(196)
Proceeds from sale of Plant & Equipment	125	80	80
Net Cash (Used In) Investing Activities	(75)	(116)	(116)
Net Increase/(Decrease) in Cash and Cash Equivalents Held	1,690	(1,395)	8
Cash and Cash Equivalents at beginning of Year	3,458	5,148	3,753
Cash and Cash Equivalents at End of Financial Year	5,148	3,753	3,761

Balance Sheet

Assets			
	\$000's	\$000's	\$000's
	Forecast 2013-2014	Forecast 2014-2015	Forecast 2015-2016
Current			
Cash & Cash Equivalents	5,148.	3,753	3,761
Receivables	-	-	-
Pre Payments	-	-	-
Total Current Assets	5,148	3,753	3,761
Non Current			
Fixed Assets (Gross)	1,925	2,025	2,125
Less Accumulated Depreciation	(1,109)	(1,129)	(1,149)
Fixed Assets (Net)	816	896	976
Total Non Current Assets	816	896	976
Total Assets	5,964	4,649	4,737
Liabilities and Equity			
Current			
Creditors & accruals	-	-	-
Provisions	437	457	478
Total Current liabilities	437	457	478
Non current			
Borrowings			
Provisions	91	121	151
Total Non Current Liabilities	91	121	151
Total Liabilities	528	578	629
Net Assets	5,436	4,071	4,108
Equity			
Accumulated funds	3,686	2,084	2,041
Asset Reserve	679	896	976
Board Reserve	500	500	500
Landholder Contract Reserve	571	591	591
Total equity	5,436	4,071	4,108



Part C (3) Cost Recovery

Wimmera CMA does not charge for services to the public.