



Wimmera CMA

Corporate Plan

a healthy Wimmera catchment where a resilient landscape supports a sustainable and profitable community.

2014-
2019



Australian Government

Wimmera Catchment Management Authority

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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 pest plant and animals;
- Providing tailored information to community and local government to make informed decisions on environmental issues i.e. flood plain 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 on the forthcoming pages 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 |
| 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 |
| | 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 |

| Performance area | Performance indicators | Targets | Achievement reporting |
|---|--|---|--|
| | 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 |
| 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 |
| 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 |
| 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 |

| Performance area | Performance indicators | Targets | Achievement reporting |
|---|---|--|---|
| 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 and Group Support Plan, including coordination of Landcare activity 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 sets 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;

- Wimmera Waterway Strategy (draft)
- Wimmera Carbon Ready Plan (draft)
- Wimmera Salinity Action Plan
- Wimmera Invasive Plant and Animal Management Strategy
- Wimmera Landcare and Group Support Plan

These Action plans outline the required tasks needed to address priority environmental issues for the region. These plans and strategies prioritise actions, to ensure 'best value' outcomes are achieved..

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

- Rivers and streams
- Wetlands
- Soils
- Native vegetation
- Threatened species

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.

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 species

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.

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 data in the table below has been extracted from the Authorities Risk Register. 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 as following:

| Risk | Action Taken |
|---|--|
| Government and departmental policy change that effect the Authorities management & structure | 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 | 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) | 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 | 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 |
| Damage or destruction of CMA funded works (fencing, structures, plantings etc) | On-going liability for works transferred in contracts with landholders (owners) Emergency reserve established Investigate security systems for security of assets |
| Wimmera CMA viewed as ineffective in achieving outcomes | Communication and education plans Statement of obligations Communication to stakeholders Reporting procedures in place Quality Assurance system in place |
| Poor relationships with partners and clients | Formal and informal meetings Funding programs and projects with partners Memorandum of Understanding with partners |
| Loss of productivity due to software and hardware failure | IT contractor in place for system maintenance Internal controls for IT systems Disaster Recovery Plans in place Whole of government enterprise agreement for Microsoft products Data recovery Plan in place |
| An incident occurring working in isolation or remote field work | OH&S manual, policies and procedures Wireless tracking and navigation devices fitted to all 4X4 vehicles SPOT tracking system for individuals |
| Working with volunteers, public and community | OH&S manual, policies and procedures Stakeholder and Community Engagement Policy Induction of all volunteers JSA's for all volunteer monitoring sites |

Business Development

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

- Retain key capacity during potential periods of financial uncertainty associated with less funding from the State and Australian Government funding programs, with the aim to ensure continuity of successful programs, maintenance of relationships with landholders and the delivery of statutory functions;
- Promoting Wimmera CMA's leadership role in Natural Resource Management;
- Implementing a quality assurance framework which ensures continuous improvement and best practice systems to meet ISO:9001 certification;
- Maintaining and utilising five advisory committees for each of the natural assets under the Regional Catchment Strategy;
- Continuing to implement recommendations from the business excellence review;
- Participation in CEO's VCMC business improvement groups;
- Continue to plan and implement the use of Microsoft SharePoint for improvement of key business systems ;
- Working collectively with other CMAs to improve business systems and overall efficiency and effectiveness of CMAs:
- Continue to develop and review effective business systems in collaboration with other CMA's for the AX ERP system and NRMS systems;
 - o Demonstrate how environmental accounting can be used to inform and demonstrate effective natural resource management. The Wimmera Environmental Accounts, delivered in partnership with DEPI shows the economic and environmental state of the Wimmera Catchment and highlights the environmental outcomes that have resulted from CMA intervention.
 - o Provide technical support to other CMAs with respect to GIS capabilities and facilitate meetings to share knowledge of internal spatial data capture and management tools and processes.
 - o Support the implementation of the CMAs statewide outputs report using the DEPI Output data standard for monitoring, evaluation and reporting

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 DEPI. 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.

Planned Capital Expenditure 2014-2015

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

| Category | Funding Source | Expenditure ('000) | Description |
|-----------------|----------------|--------------------|-------------------------------|
| Program Support | Reserves | 70 | Net Motor vehicle replacement |
| Program Support | Reserves | 70 | 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. There may be 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 Governments the Authority's financial position will be able to meet all financial obligations and targeted strategic goals over the next three years. .

Part C (2) Financial Statements

Financial statements and performance indicators

For the forthcoming year 2014-2015

| Programs | 000's | | | | Proposed Expenditure |
|---|------------------|--------------|------------|--------------|----------------------|
| | Estimated Income | | | Projects | |
| | State | Aust Gov't | Other | | |
| Wimmera CMA Corporate and Statutory Operations | | | | | |
| Board and Advisory Committees | 233 | | | (16) | 217 |
| Chief Executive and Support | 256 | | | (20) | 236 |
| Corporate Services and Project Support | 313 | | 130 | 85 | 528 |
| Statutory Water Management | 422 | | | (71) | 351 |
| Allocated Overheads | | | 60 | 933 | 993 |
| Sub -Total 1 | 1,224 | - | 190 | 911 | 2,325 |
| RCS Programs | | | | | |
| Rivers & Streams | 1,311 | | | (227) | 1,084 |
| Wetlands | 500 | 95 | | (103) | 492 |
| Threatened Species | | 440 | | (76) | 364 |
| Native Vegetation | 678 | 1,045 | | (298) | 1,425 |
| Soils | 317 | 880 | | (207) | 990 |
| Sub -Total 2 | 2,806 | 2,460 | - | (911) | 4,355 |
| Total (1+2) | 4,030 | 2,460 | 190 | - | 6,680 |

(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 \$802K.

Operating Statement

| \$000's | | \$000's | \$000's | \$000's |
|---------------------------|------------------------------------|-----------------------|-----------------------|-----------------------|
| 2013-2014 Estimate | | Forecast 2014-2015 | Forecast 2015-2016 | Forecast 2016-2017 |
| Revenue | | | | |
| Local | | | | |
| 123 | Interest | 130 | 130 | 130 |
| 200 | Other | 60 | 60 | 60 |
| Grants | | | | |
| 4,927 | State | 4,030 | 3,405 | 3,405 |
| 3,281 | Commonwealth | 2,460 | 2,222 | 2,222 |
| 63 | Other | - | - | - |
| 8,594 | Total Revenue | 6,680 | 5,817 | 5,817 |
| Expenditure | | | | |
| 991 | Corporate and Statutory Operations | 932 | 932 | 932 |
| 279 | Depreciation | 280 | 280 | 280 |
| 74 | Provisions | 80 | 80 | 80 |
| Strategic programs | | | | |
| 2,215 | Rivers & Streams | 1,912 | 1,311 | 1,311 |
| 716 | Wetlands | 536 | 595 | 595 |
| 480 | Threatened Species | 426 | 440 | 440 |
| 1,169 | Native Vegetation | 3,729 | 1,098 | 1,098 |
| 1,375 | Soils | 1,202 | 990 | 990 |
| 30 | Other | - | 91 | 91 |
| 7,329 | Total Expenditure | 9,097 | 5,817 | 5,817 |
| 1,265 | Operating Surplus/(deficit) | (2,417) | - | - |

Statement of Cash Flows

| \$000's | | \$000's | \$000's | \$000's |
|---|--|-----------------------|-----------------------|-----------------------|
| 2013-2014 Estimate | | Forecast 2014-2015 | Forecast 2015-2016 | Forecast 2016-2017 |
| 8,208 | Government Contributions | 6,490 | 5,627 | 5,627 |
| 123 | Interest Received | 130 | 130 | 130 |
| 138 | Other Revenue | - | (53) | (53) |
| 395 | Net GST(paid)/Received | 540 | 333 | 333 |
| (7,099) | Payments to Employees & Suppliers | (9,416) | (5,808) | (5,808) |
| 1,765 | Net Cash Provided by/(Used in) Operating Activities | (2,256) | 229 | 229 |
| Cash Flows from Investing Activities | | | | |
| (200) | Payments for Plant & Equipment | (200) | (196) | (196) |
| 125 | Proceeds from sale of Plant & Equipment | 60 | 53 | 53 |
| (75) | Net Cash (Used In) Investing Activities | (140) | (143) | (143) |
| 1,690 | Net Increase/(Decrease) in Cash and Cash Equivalents Held | (2,396) | 86 | 86 |
| 3,458 | Cash and Cash Equivalents at beginning of Year | 5,148 | 2,752 | 2,838 |
| 5,148 | Cash and Cash Equivalents at End of Financial Year | 2,752 | 2,838 | 2,925 |

Balance Sheet

| Assets | | | | |
|--------------------|---------------------------------|--------------------|--------------------|--------------------|
| \$000's | | \$000's | \$000's | \$000's |
| 2013-2014 Estimate | | Forecast 2014-2015 | Forecast 2015-2016 | Forecast 2016-2017 |
| | Current | | | |
| 5,148 | Cash & Cash Equivalents | 2,752 | 2,838 | 2,925 |
| - | Receiveables | - | - | - |
| - | Pre Payments | - | - | - |
| 5,148 | Total Current Assets | 2,752 | 2,838 | 2,925 |
| | Non Current | | | |
| 1,925 | Fixed Assets (Gross) | 1,905 | 1,925 | 1,945 |
| (1,109) | Less Accumulated Depreciation | (1,200) | (1,220) | (1,240) |
| 816 | Fixed Assets (Net) | 705 | 705 | 705 |
| 816 | Total Non Current Assets | 705 | 705 | 705 |
| 5,964 | Total Assets | 3,457 | 3,543 | 3,630 |

| Liabilities and Equity | | | | |
|-------------------------------|--|--------------------|--------------------|--------------------|
| \$000's | | \$000's | \$000's | \$000's |
| 2013-2014 Estimate | | Forecast 2014-2015 | Forecast 2015-2016 | Forecast 2016-2017 |
| | Current | | | |
| - | Creditors & accruals | | | |
| 437 | Provisions | 347 | 403 | 460 |
| 437 | Total Current liabilities | 347 | 403 | 460 |
| | Non current | | | |
| | Borrowings | | | |
| 91 | Provisions | 91 | 121 | 151 |
| 91 | Total Non Current Liabilities | 91 | 121 | 151 |
| 528 | Total Liabilities | 438 | 524 | 611 |
| 5,436 | Net Assets | 3,019 | 3,019 | 3,019 |
| | Equity | | | |
| 3,686 | Business Improvement and Asset Maintenance Reserve | 554 | 554 | 554 |
| | Employee Entitlements Reserve | 560 | 560 | 560 |
| 679 | Asset Depreciation Reserve | 705 | 705 | 705 |
| 500 | Board Contingency Reserve | 500 | 500 | 500 |
| 571 | Landholder Contract Reserve | 700 | 700 | 700 |
| 5,436 | Total equity | 3,019 | 3,019 | 3,019 |

Part C (3) Cost Recovery

Wimmera CMA does not charge for services to the public.