

Corporate Plan

2016-2021

Revised February 2017



Australian Government



Wimmera CMA

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Statement of Corporate Intent

Vision Statement

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

Statement of Corporate Intent and Business Plan

Business objectives

Based on our certified ISO9001:2008 quality assurance system and processes:

- Deliver innovative services in an efficient and effective manner
- Promote a culture of continuous learning and diversity
- Be recognised as a leader in customer service and engagement with the community
- Continuously align our business model to investor and stakeholders expectations
- Apply best practice corporate 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) and supporting strategic documents.

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.
- Disseminating drought funding to the community in line with Government policy, direction and funding.

Performance targets and measures

The following key performance indicators and targets are Wimmera CMA's 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 table below lists key performance indicators which measure the success in achieving the following objectives:

Table 1: Performance areas and targets.

Performance Area	Performance target	Measure
Business management and governance	Submit annually, a board performance assessment report according to any guidelines issued.	Report submitted to Minister
	A risk management strategy / plan approved by the board and being implemented.	Approved Risk Management Plan in place
	One hundred per cent of the CMA's policies and procedures reviewed and approved by the board every three financial years.	All relevant Board policies are reviewed.
	Full compliance with all applicable Standing Directions under the Financial Management Compliance Framework Checklist.	Annual compliance with the Financial Management Compliance Framework completed.
Regional planning and coordination	A regional catchment strategy (RCS) approved by the minister.	Approved status.
	A stakeholder and community engagement framework / Plan approved by the Board	Approved stakeholder and community engagement framework.
	A regional Landcare support plan approved by the Board.	Approved regional Landcare support plan.
	A regional waterways strategy approved by the minister.*	Approved regional Waterways Strategy .
	A regional floodplain strategy approved by the Board.	Commencement of the development of regional Floodplain Strategy at year end.
	The regional contribution to the annual report on salinity management activities and the allocation and update of salt disposal entitlements is submitted to the department by 31 July or as otherwise directed by the department.	The Wimmera CMA does not make a contribution to the annual report as there are no salt disposal entitlements for the Wimmera Catchment.
Regional delivery	Progress with implementation of the RCS (and any major sub-strategies) is reviewed by the board annually.	Update RCS implementation including mid-term review.
	Projects / activities to implement the RCS are delivered and reported according to associated funding agreements.	Report on funding agreements.
	Projects / activities to implement the regional waterways strategy and the regional floodplain management strategy delivered and reported according to associated funding agreements.	Report on funding agreements.
Statutory functions under part 10 of the Water Act	Ninety per cent of statutory requirements (permits, referrals, advice and licences) associated with waterway and floodplain management are responded to within the prescribed period.	Report on status of statutory function delivery at year end.
Statutory functions under part 11 of the Water Act	Ninety per cent of statutory requirements (permits, referrals, advice and licences) associated with irrigation management are responded to within the prescribed period.	Report on status of statutory functions delivery at year end.

Information provided to the Minister

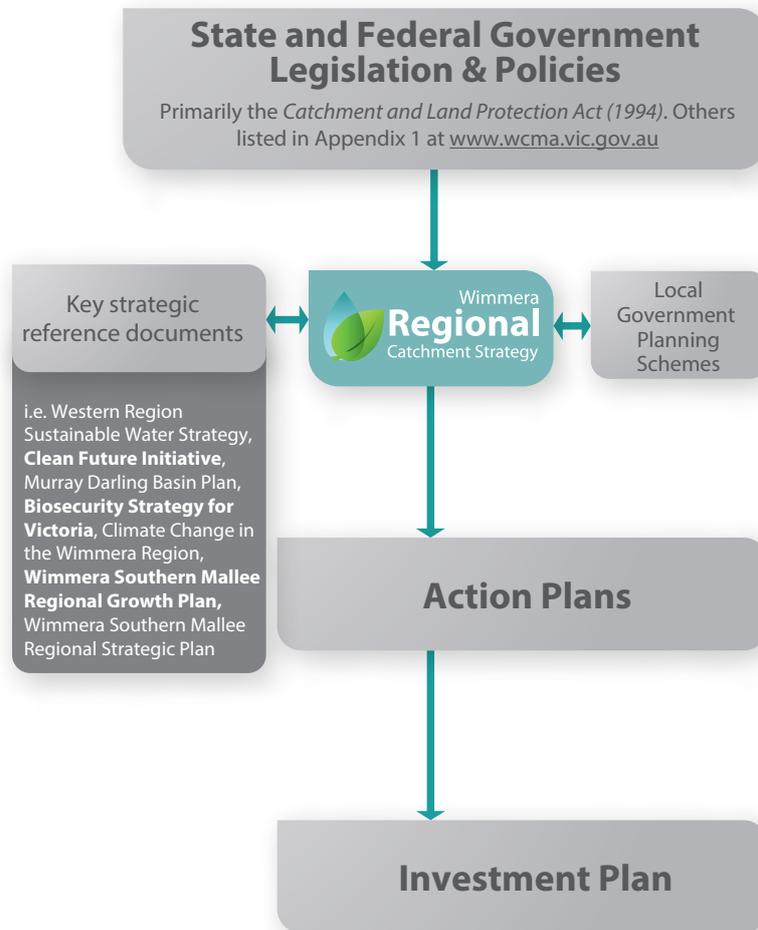
Annually the Minister will be provided with the Wimmera CMA Annual Report, any deviations to the Corporate Plan and any requests made by the Minister.

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

Other matters by the Minister and the Wimmera CMA

Implementation of drought response program.

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, Climate Change and 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
- Wimmera Carbon Ready Plan
- Wimmera Salinity Action Plan
- Wimmera Invasive Plant and Animal Management Strategy
- Wimmera Landcare and Group Support Plan

Objectives of the Regional Catchment Strategy

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

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.

1. This outcome will be achieved by increasing the number of landholders (80 percent) adopting best management practices that improve soil:
 2. Productive capacity.
 3. Resilience against extreme weather events and economic perturbations.
 4. Rainfall use efficiency and water holding capacity.
 5. Environmental amenity (e.g. reduced greenhouse gas emissions).
 6. Organic matter and biological activity.
 7. 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. 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.
9. 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

Wimmera CMA has reviewed its risk management criteria and will revise its Risk Management Framework and Risk Register in the ensuing period. Data in the table below has been extracted using the revised risk criteria within the new Risk Management

Framework. Business risks for the organisation have been provided with a risk rating to indicate the degree of exposure and urgency of required action or mitigation. Risks that have been identified as “High” are summarised below:

Risk	Action Taken
Government and departmental policy change that effect the Authorities management & structure	<p>Input into policy documents at various levels</p> <p>Membership and input to CMA Chairs forum</p> <p>Input into Government and Departmental processes</p>
Major injury or death from driving and work related vehicle use (Including use of private vehicles for work related purposes)	<p>Adequate insurance</p> <p>OH&S manual OGSF 013, OHSP 3.15</p> <p>Purchase of vehicles with up to date safety equipment</p> <p>Defensive driver training for staff</p> <p>4X4 driver training for staff</p> <p>Use of private vehicle policy</p> <p>Navigation and tracking devices in all 4X4 vehicles</p> <p>Mobile phone policy</p>

Business Development

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

- Retain key capacity 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;
- Maintaining a quality assurance framework which ensures continuous improvement and best practice systems to meet ISO:9001 certification;
- Continuing to implement recommendations from the business excellence review;
- Participation in CEO's, VCMF and other working groups;
- Continue to develop and review effective business ERP systems in collaboration with other CMA's:
 - Provide technical support to other CMAs and local Councils with respect to GIS capabilities and facilitate meetings to share knowledge of internal spatial data capture and management tools and processes.
 - Support the implementation of the VAGO CMA effectiveness audit recommendations.

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 DELWP. 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 2016-2017

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

Category	Funding Source	Expenditure ('000)	Description
Program Support	Operational Reserve	158	Net Motor vehicle replacement
Program Support	Operational Reserves	39	Computer, replacement program

Funding Estimates and Assumptions

Planned programs for the forthcoming year are based on actual funding agreements in place and 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 where no firm advice has been received at the date of the plans revision revenue has not been included in projections. At the stage of preparation of the revised Corporate Plan SLA's were in place for four year State Government funding and the balance of the Australian Government five year funding cycle.

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.



Financial Statements and Notes

Financial statements and performance indicators

For the forthcoming year 2016-2017

Programs	000's				
	Estimated Income				Proposed Expenditure
	State	Aust Gov't	Other	Projects	
Wimmera CMA Corporate and Statutory Operations					
Board and Advisory Committees	247			(8)	239
Chief Executive and Support	285				285
Corporate Services and Project Support	455		116		571
Statutory Water Management	531			(72)	459
Allocated Overheads Project Support			177	893	1,070
Sub -Total 1	1,518		293	813	2,624
Programs Services Delivered					
Rivers & Streams	2,854			(356)	2,498
Wetlands	278	76		(44)	310
Threatened Species		137		(17)	120
Native Vegetation	1,060	884		(243)	1,701
Soils	444	617		(133)	928
Other		160		(20)	140
Sub -Total 2	4,636	1,874		(813)	5,697
Total (1+2)	6,154	1,874	293		8,321

(1) All Wimmera CMA projects contribute to support overhead costs in proportion to their comparative utilisation of support resources in excess of funding received for the Corporate and Statutory allocation of \$982K.

Operating Statement

	\$000's	\$000's	\$000's
	Forecast 2016-2017	Forecast 2017-2018	Forecast 2018-2019
Revenue			
Local			
Interest	116	90	92
Other	177	45	46
Grants			
State	6,154	4,791	4,921
Commonwealth	1,874	1,858	1,858
Other	-	-	-
Total Revenue	8,321	6,784	6,917
Expenditure			
Corporate and Project Support Operations	1,171	955	985
Depreciation	227	285	290
Provisions	52	16	17
Strategic programs			
Rivers & Streams	4,039	3,895	3,046
Wetlands	423	588	690
Threatened Species	137	340	345
Native Vegetation	2,154	736	746
Soils	1,259	839	867
Other	212	30	36
Total Expenditure	9,674	7,684	7,022
Operating Surplus/(deficit)	(1,353)	(900)	(105)



Financial Statements and Notes

Statement of Cash Flows

	\$000's	\$000's	\$000's
Cash Flows from Operating Activities	Forecast 2016-2017	Forecast 2017-2018	Forecast 2018-2019
Government Contributions	8,028	6,649	6,779
Interest Received	116	90	92
Other Revenue	45	-	-
Net GST(paid)/Received	891	704	700
Payments to Employees & Suppliers	(9,964)	(8,265)	(7,582)
Net Cash Provided by/(Used in) Operating Activities	(884)	(822)	(11)
Cash Flows from Investing Activities			
Payments for Plant & Equipment	(333)	(100)	(100)
Proceeds from sale of Plant & Equipment	132	45	46
Net Cash (Used In) Investing Activities	(201)	(55)	(54)
Net Increase/(Decrease) in Cash and Cash Equivalents Held	(1,085)	(877)	(65)
Cash and Cash Equivalents at beginning of Year	6,558	5,473	4,596
Cash and Cash Equivalents at End of Financial Year	5,473	4,596	4,531

Balance Sheet

Balance Sheet - Assets			
	\$000's	\$000's	\$000's
	Forecast 2016-2017	Forecast 2017-2018	Forecast 2018-2019
Current			
Cash & Cash Equivalents	5,473	4,596	4,531
Receiveables	65	65	65
Pre Payments	-	-	-
Total Current Assets	5,538	4,596	4,531
Non Current			
Fixed Assets (Gross)	2,222	2,343	2,524
Less Accumulated Depreciation	(1,671)	(1,798)	(2,003)
Fixed Assets (Net)	551	545	521
Total Non Current Assets	551	545	521
Total Assets	6,089	5,206	5,117
Balance Sheet - Liabilities and Equity			
Current			
Creditors & accruals	252	252	252
Provisions	517	530	544
Total Current liabilities	769	782	796
Non current			
Borrowings			
Provisions	133	136	140
Total Non Current Liabilities	133	136	140
Total Liabilities	902	918	936
Net Assets	5,187	4,288	4,181
Equity			
Business Improvement and Asset Maintenance Reserve	1,347	1,168	1,162
Project Funding Carried Forward	1,180	645	600
Employee Entitlements Reserve	650	666	684
Asset Depreciation Reserve	551	545	521
Board Contingency Reserve	550	300	250
Landholder Contract Reserve	909	964	964
Total equity	5,187	4,288	4,181



Financial Statements and Notes

Cost Recovery

Wimmera CMA does not charge for services to the public.