



Wimmera CMA

CORPORATE PLAN 2018–23

VICTORIA

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

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: wcma@wcma.vic.gov.au
ABN: 83 900 830 261
Website: www.wcma.vic.gov.au

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Disclaimer

Statements and information in this document are current only as at 18 June 2018 and the information remains subject to change without notice.

While reasonable care has been taken in preparing this document none of the organisation board members or employees guarantees the accuracy, forecasts, estimates and conclusions in the document.

Certain statements in this document may constitute forward looking statements and comments about future events that involve known and unknown risks, uncertainties, assumptions and other important factors that are beyond the control of the organisation and may cause actual results, performance or achievements to differ materially from those expressed.

Given these uncertainties, recipients are cautioned to not place undue reliance on any forward-looking statement.

As required under section 19D (6) of the CaLP Act we will provide updates or revisions to the corporate plan to reflect any material change in expectations.

CEO's Foreword

I am pleased to present the Corporate Plan for the 2018–23 reporting period.

Our Corporate Plan is the primary planning document, articulating our tactics, strategies and objectives over the next five years to realise our vision of a healthy Wimmera catchment where a resilient landscape supports a sustainable and profitable community. The corporate plan is based on “all things being equal”.

Each year we will complete a major review and update the plan to ensure alignment with the external and internal operating environments. We will also incrementally update the plan to reflect any major deviations.

Our focus is on the delivery of outcomes that will benefit the Victorian community, environment and economy, including: recognising recreational values of waterways, increased Aboriginal values in decision making and project delivery, connecting more Victorians to nature, supporting the capacity of a climate resilient agricultural sector, improving the health of priority waterways, preparing individuals and businesses to be more flood resilient and greater community engagement.

Internally we will continue to focus on reducing our carbon footprint, embracing proven technologies to increase business efficiencies and increase our diversity and inclusion. The digital era allows new ways to engage, expand services, tell stories and deliver environmental outcomes, embracing innovation will be an organizational priority over the next 5 years

Whilst there are many exciting opportunities. Equally there are risks that will need diligent management including:

- Funding and project uncertainty with Australian government funding as negotiations for the new National Landcare Program 2 known as NLP2 are still continuing.
- Since December 2017 we have experienced back to back months of well below average rain and higher than average monthly temperatures. If this weather pattern continues there could be many social, economic and environmental risks.
- Farming practices that create externalities such as loss of biodiversity and poor water quality resulting in a decline of the catchment health condition.

As an organization with an ISO 99001:2015 business management framework and solid track record we are well positioned to continue to deliver Victorian government priorities and meet the service expectations of our communities.



David Brennan
Chief Executive Officer



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1. Business Direction

Purpose

1.1 Purpose

Wimmera CMA's mission is to improve catchment condition, using adaptive management and engaging our community to be a leading NRM organisation in Australia. To achieve this mission we have an organisational culture that is dynamic, diverse, inclusive, accountable and promotes well-being.

1.2 Vision

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

1.3 Business Objectives

Based on our certified ISO9001:2015 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

We will reach our business objectives by undertaking the following key business undertakings:

- 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:

In reaching our objectives the Wimmera CMA will undertake the following 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

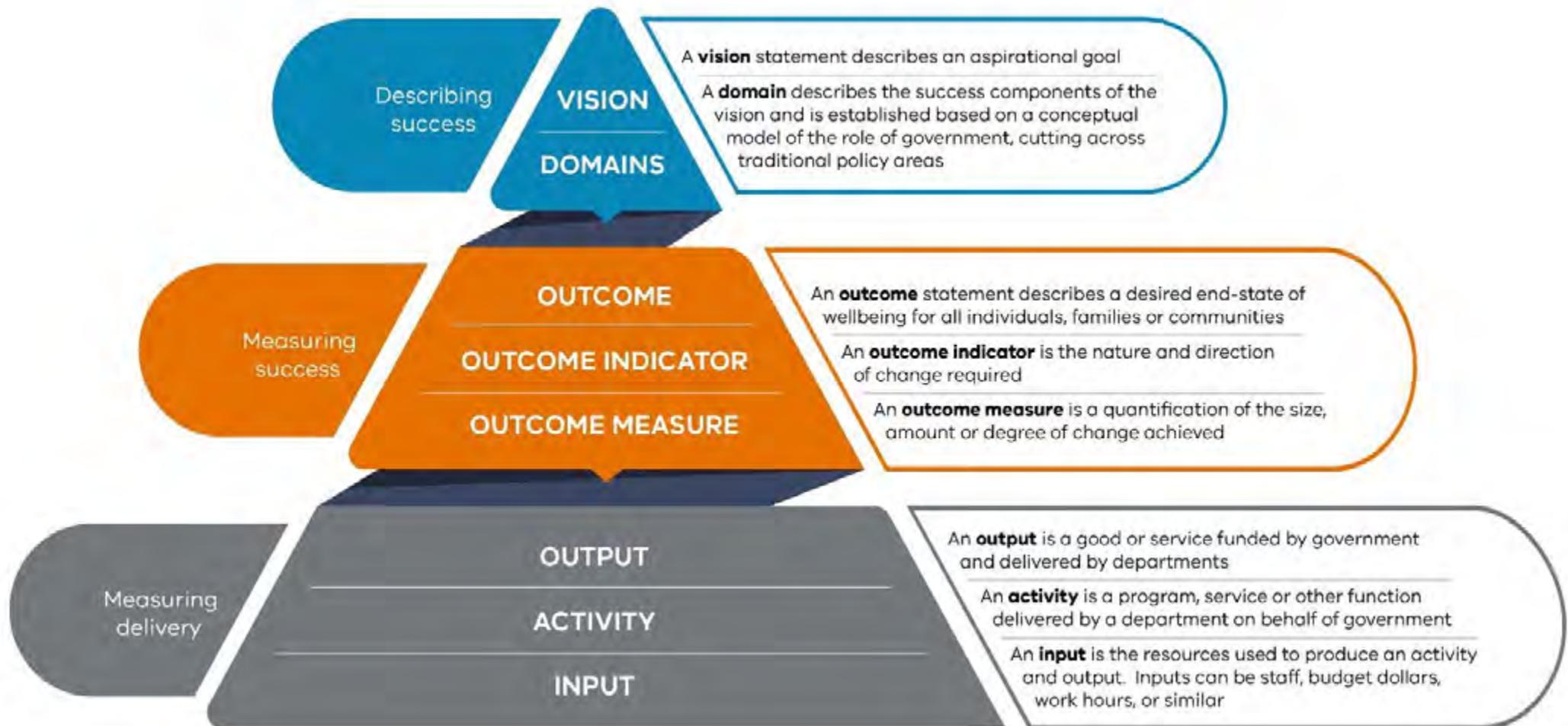
Outcomes

Below is a list of Wimmera CMA business objectives (outcomes) for the next 5 years. They are categorised under strategic domains and drivers set by Victorian Government Strategies or Wimmera CMA priorities. Not all Government priorities are listed in the strategic domains. While Wimmera CMA will be working on several activities to deliver a broader range of Government Priorities, the ones listed will act as indicators for overall CMA performance.

The outcomes have been developed based on an “all things being equal” and a level of assumptions.

<i>Objective</i>	<i>Driver</i>	<i>Outcomes</i>
Involving Aboriginal people	Water for Victoria Protecting Victoria’s Environment - Biodiversity 2037	Recognising and managing Aboriginal values in water management and planning. Victoria’s Traditional Owners participate in biodiversity management.
Supporting recreational values	Water for Victoria Protecting Victoria’s Environment - Biodiversity 2037	Recognising recreational values in water management and planning. Increase opportunities for all Victorians to have daily connections with nature.
Improving the health of our natural environment	Protecting Victoria’s Environment - Biodiversity 2037	Wimmera Community acting to protect their environment.
Building climate resilient agriculture	Climate Change Adaptation Plan	The agricultural sector is adapting to climate change. Landholders building capacity to implement actions to maintain or enhance soil resilience despite a changing environment.
Improve the health of priority waterways	Water for Victoria	Improved waterway health of Wimmera waterways.
Preparing communities for floods	Victorian Floodplain Management Strategy	Communities, businesses, government agencies and Traditional Owners are aware of flooding and are actively taking measures to manage their risk.
Supporting diversity and inclusion	Water for Victoria	Promote gender equality. Increased Aboriginal inclusion in the water sector.
Strengthened community involvement	Our catchments Our Communities	Strengthen community engagement in regional planning and implementation.
Organisational priorities	Water for Victoria Climate change adaptation plan Our Catchments Our Communities Statement of Obligations Ministers letter of expectations Standing Directions of the Minister for Finance Demonstrate effective and efficient governance	Wimmera CMA is a high performing, well governed and managed organization. Innovation is embraced to improve effectiveness and environmental impact of our work.

2. Planned Programs, Services and Infrastructure Delivery



The below table shows Wimmera CMA outcomes as they relate to Strategic Domains as indicated in section 1.3. It also shows the outcome indicators that will be used to measure the outcomes and the activities and outputs expected to be used to deliver these outcomes. The table operates as a program logic to demonstrate a line of sight from outputs to outcomes and how these outcomes relate to relevant Victorian Government priorities.

<i>Strategic Domain</i>	<i>Outcome (1-5 year ambitions)</i>	<i>Outcome Indicator</i>	<i>Expected Program of Activities</i>	<i>Expected Outputs (DELWP Output data standards)</i>
Involving Aboriginal people	<p>Recognising and managing Aboriginal values in water management and planning (Water for Victoria)</p> <p>Help Victoria's Traditional Owners participate in biodiversity management (Protecting Victoria's Environment Biodiversity 2037)</p>	<p>Greater Aboriginal involvement and participation in Regional Catchment Management Planning and Delivery</p> <p>Barengi Gadjin Land Council Aboriginal Corporation (BGLC) engagement in the review of the RCS and action plans</p> <p>Aboriginal values recognised and management actions developed in revised RCS and action plans</p> <p>Seasonal water planning identifying cultural outcomes from environmental watering</p> <p>First delivery of water for Aboriginal cultural outcomes in the Wimmera</p> <p>Cultural burning increased on private land</p> <p>Number of relevant sections for "Whole of Country Plan" implemented</p>	<p>Fortnightly meeting with BGLC</p> <p>BGLC involved in stakeholder roundtables</p> <p>Agreement with BGLC established in relation to RCS review process and involvement</p> <p>Continued discussions (workshops) about links between Country Plan and RCS</p> <p>Seasonal watering planning involving BGLC</p>	<p>4.4 Engagement event (meeting, workshop)</p> <p>4.5 Partnership (community group)</p> <p>4.6 Plan (Strategy), (Management)</p> <p>3.3 Water (floodplain)</p> <p>3.4 Fire (ecological/cultural)</p>

<i>Strategic Domain</i>	<i>Outcome (1-5 year ambitions)</i>	<i>Outcome Indicator</i>	<i>Expected Program of Activities</i>	<i>Expected Outputs (DELWP Output data standards)</i>
Supporting recreational values	<p>Recognising recreational values in water management and planning. (Water for Victoria)</p> <p>Increase opportunities for all Victorians to have daily connections with nature. (Protecting Victoria's Environment - Biodiversity 2037)</p>	<p>Native fish numbers on average are greater than carp numbers in the majority of surveys and fishing competitions</p> <p>Socio-economic study indicating water way user numbers are maintained or improved on average</p> <p>Tourist visitor numbers are maintained in the Wimmera region</p>	<p>Erosion control</p> <p>Sustainable recreation improvements (OCOC)</p> <p>Carp control</p> <p>Riparian management</p> <p>Environmental water planning and delivery</p> <p>Community engagement and capacity building</p> <p>Waterway socio-economic study</p>	<p>1.5 – Waterway structure (chute, large wood)</p> <p>1.9 – Fence (install)</p> <p>1.10 – Visitor facilities (recreational)</p> <p>1.11 – Road (install, modify, maintain, remove)</p> <p>2.1 – vegetation (native indigenous)</p> <p>2.3 – Pest animal control (Inland aquatic)</p> <p>3.1 – Grazing (Riparian)</p> <p>3.3 – Water (River reach)</p> <p>4.1 – Approval and advice</p> <p>4.2 – Management agreement</p> <p>4.3 – Assessment (social)</p> <p>4.4 Engagement event (meeting, workshop)</p>
Improving the health of our natural environment.	<p>Wimmera Community acting to protect their environment (Protecting Victoria's Environment - Biodiversity 2037)</p>	<p>Increase in the number of hectares of private land under permanent or long-term management</p> <p>Increased number of schools involved in environmental and cultural education programs</p> <p>No new pest plant and animals established</p>	<p>Delivery of Habitat Tender in priority areas</p> <p>Agreements established with landholders</p> <p>Landholders actively managing land</p> <p>Virtual river yarns introduced to schools</p> <p>Lake Albatya film distributed to Hindmarsh shire schools</p> <p>Wimmera-specific environmental and cultural education programs such as Nyupun delivered to schools</p> <p>Monitor biodiversity outcomes in priority areas</p> <p>Work with partners to manage threats to terrestrial and aquatic biodiversity, including weeds and pest animals</p>	<p>4.2 – Management agreement</p> <p>2.2 Weed control (mixed)</p> <p>2.3 – Pest animal control (Inland aquatic)</p> <p>4.4 – Engagement event (Field day, workshop, meeting, conference)</p>

<i>Strategic Domain</i>	<i>Outcome (1-5 year ambitions)</i>	<i>Outcome Indicator</i>	<i>Expected Program of Activities</i>	<i>Expected Outputs (DELWP Output data standards)</i>
Building climate resilient agriculture	<p>The agricultural sector is adapting to climate change (Climate Change Adaptation Plan)</p> <p>Landholders building capacity to implement actions to maintain or enhance soil resilience despite a changing environment</p>	<p>Surveys indicate groundcover is maintained to better than 2010 levels</p> <p>CSU survey indicates an increased number of landholders are managing their properties for a changing climate</p> <p>Regional farming groups are engaging in activities aligned to the Wimmera Carbon Ready Plan</p>	<p>Develop partnerships to deliver educational and capacity building events</p> <p>Deliver publications to help build capacity and knowledge</p> <p>Deliver drought or flood recovery as required</p> <p>Conduct farm trials and make results available</p>	<p>4.2 – Management agreement</p> <p>4.3 – Assessment.</p> <p>4.4 – Engagement event (Field day, workshop, meeting, conference)</p> <p>4.7 – Publication</p> <p>4.5 Partnership</p>
Improving the health of priority waterways	<p>Improved waterway health of the Wimmera waterways (Water for Victoria)</p>	<p>No blue green algae and fish deaths in the Wimmera River where environmental water can be delivered</p> <p>Increase in the number of aquatic species that have expanded their known range</p> <p>Surveys and monitoring show an increase in distribution on average</p> <p>Increase in distribution of waterway dependant species from Grampians National Park along the Burnt and McKenzie River</p> <p>Reduction of environmental damage and complaints</p> <p>Number and type of threatening processes managed</p> <p>Percentage of carp as biomass in waterways reduced at point monitoring sites</p> <p>Improvement in water quality for the Wimmera River</p>	<p>Wimmera CMA conducts and supports community events</p> <p>Support and advocacy of sustainable waterway activities</p> <p>Monitoring, reporting and intervention techniques</p> <p>Delivery of environmental flows and monitoring</p> <p>Agreements with landholders to manage and protect riparian vegetation and wetlands</p> <p>Works on Waterways permit applications are assessed and permits conditioned.</p> <p>Erosion control structures built</p> <p>Contracts and working relationships with land managers</p> <p>Response plan prepared for Carp herpes virus</p>	<p>1.5 – Waterway structure (chute)</p> <p>4.2 – Management agreement</p> <p>4.3 – Assessment</p> <p>4.7 – Publication</p> <p>1.9 – Fence (install)</p> <p>4.1 – Approval and advice</p>

Strategic Domain	Outcome (1-5 year ambitions)	Outcome Indicator	Expected Program of Activities	Expected Outputs (DELWP Output data standards)
Preparing communities for floods	Communities, businesses, government agencies and Traditional Owners are aware of flooding and are actively taking measures to manage their risk. (Victorian Floodplain Management Strategy and Wimmera Floodplain Management Strategy)	Regional Floodplain Management Strategy (RFMS) steering group providing effective governance Number of RFMS actions complete Statutory referrals and advice for floodplain management are responded to Reduced likelihood and severity of flooding	RFMS steering group established and meets regularly RFMS steering committee monitoring and evaluating performance against RFMS workplan Statutory planning processes implemented effectively; including providing flood advice, approvals and referral responses Engagement events and publications produced aimed at increasing awareness of flood risks	4.4 – Engagement event (Field day, workshop, meeting, conference) 4.5 Partnership (community group) 4.7 Publication 4.1 – Approval and advice
Supporting diversity and inclusion	Increased gender equality (Water for Victoria) Increased Aboriginal inclusion in the water sector (Water for Victoria)	Increased percentage of females on management team Maintain 10% of people employed that identify as Aboriginal at CMA Reconciliation Action Plan (RAP) is effectively implemented	Review Diversity and Inclusion Plan Create targets for diversity and inclusion plan Advertise senior management positions to the market as they become vacant Where funding is available develop additional Aboriginal specific positions Partner with organisations to address actions in the RAP	4.7 – Publication 4.6 Plan (Strategy), (Management) 4.5 Partnership (community group)
Strengthening community involvement	Strengthen community engagement in regional planning and implementation (Our Catchments Our Communities)	Greater number of community groups participating in NRM projects over the 5 years period Established formalised working relationships Community groups involved in the review of the Regional Catchment Strategy and Action Plans	Establish new partnerships targeted at increasing community participation Implementation of catchment partnership agreements Community capacity building activities undertaken RCS and actions plan review involved community consultation	4.4 – Engagement event (Field day, workshop, meeting, conference) 4.5 Partnership (community group) 4.6 Plan (Strategy) 4.7 Publication (various)

<i>Strategic Domain</i>	<i>Outcome (1-5 year ambitions)</i>	<i>Outcome Indicator</i>	<i>Expected Program of Activities</i>	<i>Expected Outputs (DELWP Output data standards)</i>
Organisational priorities	<p>Wimmera CMA is a high performing, well governed and managed organization</p> <p>Innovation is embraced to improve effectiveness and the environmental impact of our work</p>	<p>New and emerging information and communications technology (ICT) is adopted where opportunities for greater engagement, efficiency, monitoring and productivity are identified</p> <p>Collectively working with other CMA's to implement shared systems and processes</p> <p>A 40% reduction in carbon emissions based on 2016-17 audit</p> <p>Clean Internal and External audit results</p> <p>Compliance with the Standing Directions of the Minister for Finance The Financial Management Act</p>	<p>Implementation of ICT Strategy recommendations and develop ICT action plan</p> <p>Continue to develop the organisations SharePoint systems and capability</p> <p>Implement Wide Area Network in conjunction with other CMA's</p> <p>Implement Dynamics 365 ERP system in conjunction with the CMA consortium</p> <p>Investigate and where appropriate install environmentally friendly and sustainable power systems for Wimmera CMA controlled structures</p> <p>Evaluate sustainable and environmentally efficient fleet options</p> <p>Maintain Board approved Risk Management Framework</p> <p>Wimmera CMA's strategic policies and procedures reviewed and approved by the Board every three financial years</p>	<p>4.8 - Information Management System</p> <p>4.5 Partnership (agencies)</p> <p>4.6 - Plan</p>

3. Future Challenges and Opportunities

3.1 Business Risks and Mitigating Controls

Wimmera CMA has a comprehensive Risk Management Framework underpinned by its ISO 9001: 2015 Quality Management, HSW, Project Management and Financial Management Systems. Data in the table below has been extracted from the Authorities Risk Register highlighting the risks that have been rated as high utilising the risk criteria from the Risk Management Framework to assess the possible impact on the organisation and the likelihood of an incident happening.

<i>Risks Rate as High</i>	<i>Strategies and treatments for the management of the risks</i>	<i>Strategic Objectives for management of the risks</i>
Government and departmental policy change that effect the Authorities management & structure	Input into policy documents at various levels Membership and input to Vic Catchments forum Input into Government and Departmental processes	Ability to identify and respond to risk in a manner which increases opportunities Appropriate risk taking Maintenance of Wimmera CMA reputation
Major injury or death from driving and work related vehicle use (Including use of private vehicles for work related purposes)	Adequate insurance HSW manual OGSF 013, OHSP 3.15 Purchase of vehicles with up to date safety equipment Defensive driver training for staff 4X4 driver training for staff Use of private vehicle policy Navigation and tracking devices in all office based 4X4 vehicles Mobile phone policy	Protection against accidents causing personal injury and property damage
Significant reduction in Government Funding	Development of scalable NLP2 tender Offering of service delivery within government sector Partnership approach to ensure environmental objectives are achieved Diversification of business model	Appropriate risk taking Maintenance of Wimmera CMA reputation Minimise impact of business interruption and disruption

3.2 Regional Risks

The following regional risks will also need to be considered in the context of the Wimmera CMA business and the region in general.

<i>Regional Risk</i>	<i>Strategies to assist with risk</i>	<i>Strategic Objectives</i>
Natural Disasters, fire and flood	Identify and reduce risk to key environment assets (i.e. fuels reduction, piped water)	Respond in a timely manner
Weather - Dry conditions for past 6 months	Review distribution of environmental water Reduce or delay activities such as tree plantings or activities that are likely to be unsuccessful Identify drought refuge areas	Respond in a timely manner

3.3 Assumptions

Assumptions are required in any forward looking document. The following assumptions underpin this Corporate Plan looking forward to the next five years:

- Government policies don't significantly change
- Government strategies don't significantly change
- Weather conditions are within the average parameters
- Business is managed as an ongoing concern
- Funding reflects CPI
- No major machinery of government change for CMA sector
- Flexibility and adaptability
- Regional economy and agricultural sector is profitable
- Customer base continues to engage in our service offerings
- Organisational expertise and capacity is maintained and retained
- Compliance, legal and Regulatory standards remain constant

3.4 Opportunities

The following opportunities have been identified that will enable the Wimmera CMA to more effectively meet its objectives:

- Embracing technology – new social media and engagement approaches, analysis of satellite imagery, business efficiencies
- Implement new biosecurity approaches – carp virus and predator recognition for cat control
- New partnerships - Our Catchment Our Community creates the autonomy to deliver high profile projects that leverages funding

3.5 Challenges

Continued challenges will have to be included in all any assumptions made to reach our business objectives:

- Climate Change – less environmental diversification
- Population decline - less volunteers or participants
- Increase in farm size and equipment – increased paddock tree pressure
- Stubble burning – intentional burning of paddock trees
- Land use change – continued trend of pasture into cropping system – reduced inflows
- Channel decommissioning- unresolved drainage issues

4. Estimated Financial Performance

4.1 Income Assumptions

Income Assumptions (Investor Programs) for the forthcoming year

Investor Program	Source of Funding	Program	Amount \$000
S1	DELWP	Victorian Water Program Investment Framework	3,202
S2	DELWP	Victorian Landcare Program	325
S3	DELWP	Wimmera Mallee Water Resource Plan	147
S4	DELWP	Biodiversity On-Ground Program	128
S5	DELWP	Corporate and Statutory Program	843
		Subtotal	4,645
A1	Department of Environment and Energy and Department of Agriculture	National Landcare Program 2	1,603
		Subtotal	1,603
		Total	6,248

4.2 Programs Budget

Programs Budget for the 2018-2019 year (based on estimated carry forwards and income assumptions)

Programs Budget		Income (000's)					Expenses (000's)		
		(1)	(2)	(3)	(4)	(5) = (2)+(3)+(4)	(6)	(7) = (5)-(6)	(8) = (1)+(7)
	Investor Programs Reference	Estimated Carry Forward	State Gov't Funding	Australian Gov't Funding	Other Funding	Program Total	Program Total	Annual Result	Estimated Carry Fwd
Operational Delivery Program	S1,A1,	3,918	2,086	800		2,886	5,558	(2,672)	1,246
Statutory and Strategy Program	S1, A1	564	1,244	264		1,508	1,852	(344)	220
Community Delivery	S1, S2, S3, A1	169	472	539	15	1,026	1,070	(44)	125
Corporate, Governance, Overheads & Reserves	S5	2,972	843		252	1,095	1,466	(371)	2,601
		7,623	4,645	1,603	267	6,515	9,946	(3,431)	4,192

4.3 Estimated Operating Statement

	\$000's	\$000's	\$000's
	Forecast 2018-2019	Forecast 2019-2020	Forecast 2020-2021
Revenue			
Interest	140	100	100
Other	112	78	78
Grants			
State	4,645	4,362	4,362
Australian Government	1,603	1,448	1,466
Other	15	15	15
Total Revenue	6,515	6,003	6,021
Expenditure			
Corporate and Project Support Operations	1,266	1,200	1,200
Depreciation	184	136	140
Provisions	16	17	17
Operational Programs			
Operational Delivery	5,558	2,424	2,000
Community Delivery	1,070	1,006	988
Strategic & Statutory	1,852	1,800	1,800
Total Expenditure	9,946	6,583	6,145
Operating Surplus/(deficit)	(3,431)	(580)	(124)

4.4 Estimated Cash flow Statement

	\$000's	\$000's	\$000's
	Forecast 2018-2019	Forecast 2019-2020	Forecast 2020-2021
Government Contributions	6,248	5,810	5,828
Interest Received	140	100	100
Other Revenue	44	44	44
Net GST(paid)/Received	719	391	347
Payments to Employees & Suppliers	(10,181)	(6,830)	(6,344)
Net Cash Provided by/(Used in) Operating Activities	(3,030)	(485)	(25)
Cash Flows from Investing Activities			
Payments for Plant & Equipment	(280)	(100)	(100)
Proceeds from sale of Plant & Equipment	83	49	49
Net Cash (Used In) Investing Activities	(197)	(51)	(51)
Net Increase/(Decrease) in Cash and Cash Equivalents Held	(3,227)	(536)	(76)
Cash and Cash Equivalents at beginning of Year	7,623	4,396	3,860
Cash and Cash Equivalents at End of Financial Year	4,396	3,860	3,784

4.5 Estimated Balance Sheet

Statement of Financial Position - Assets			
	\$000's	\$000's	\$000's
	Forecast 2018-2019	Forecast 2019-2020	Forecast 2020-2021
Current			
Cash & Cash Equivalents	4,396	3,860	3,784
Receiveables	82	122	162
Pre Payments	40	40	40
Total Current Assets	4,518	4,022	3,986
Non Current			
Fixed Assets (Gross)	2,289	2,389	2,489
Less Accumulated Depreciation	(1,918)	(2,054)	(2,194)
Fixed Assets (Net)	371	335	295
Total Non Current Assets	371	335	295
Total Assets	4,889	4,357	4,281

Statement of Financial Position - Liabilities and Equity			
Current			
Creditors & accruals	23	23	23
Provisions	304	328	352
Total Current liabilities	327	351	375
Non current			
Provisions	370	394	418
Total Non Current Liabilities	370	394	418
Total Liabilities	697	745	793
Net Assets	4,192	3,612	3,488
Equity			
Business Improvement and Asset Maintenance Reserve	1,236	1,200	1,125
Project Funding Carried Forward	636	279	272
Employee Entitlements Reserve	674	722	770
Asset Depreciation Reserve	371	335	295
Board Contingency Reserve	499	300	250
Landholder Contract Reserve	776	776	776
Total equity	4,192	3,612	3,488

4.6 Planned Capital Expenditure for the forthcoming year

Category	Funding Source	Cost (\$000's)	Description
Program Support	Business Improvement	80	Solar panels for Main Office
Program Support	Operational Reserves	170	Fleet Replacement
Program Support	Operational Reserves	30	Computer Replacement Program

4.7 Notes to the Financial Estimates

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. 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 project delivery.

Funding Estimates and Assumptions

Planned programs for the forthcoming year are based on 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. At the stage of preparation of the Corporate Plan SLA's were in place for four year State Government funding which will conclude in the 2019-2020 financial year. Negotiations are taking place with the Australian Government on the next five year funding cycle so indicative estimates only have been included.

Assumptions have been made for future years that are not covered by current SLA's that there will be continuation of funding for Wimmera CMA programs.

Assumptions Underpinning Estimated 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 over the next three years. The Wimmera CMA will be operating as a going concern.

Cost Recovery

Wimmera CMA does not charge for services to the public.