



Wimmera CMA

Corporate Plan

2019-2024



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Cover photograph 2018-2019 outcomes: Solar panels at Wimmera CMA premises, tree planting with English as Second Language (ESL) group, first cultural watering at “the Ranch” using environmental water, Our Catchment Our Community Apex Adventure island revegetation completed by new migrants to Horsham.

Disclaimer

Statements and information in this document are current only as at 01 June 2019 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 2019–24 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 complete a major review of our previous corporate plan and make appropriate changes to reflect the external and internal operating environments using our accredited ISO9001 quality management system. We report in detail on outcomes achieved from the previous Corporate Plan in our Annual Report 2018-2019.

Our focus is on the delivery of outcomes that will benefit the Victorian community, environment and economy, including the 9 priority areas from the Minister's letter of expectations:

1. Climate Change

Provide services that mitigate and adapt to climate change and climate variability

2. Waterways and Catchment Health

Provide leadership in delivery of programs to improve the health of priority waterways and catchments

3. Water for Agriculture

Support a productive and profitable irrigation sector and vibrant and resilient regional communities

4. Community engagement and partnerships

All aspects of service delivery will be customer and community-centred

5. Recognise and support Aboriginal cultural values and economic inclusion in the water sector

Recognise and support Aboriginal cultural values and inclusion in the water sector

6. Recognise recreational values

Support the well-being of rural and regional communities by considering recreational values in water Management

7. Resilient and liveable cities and towns

Contribute to healthy communities and supporting resilient environments

8. Leadership, diversity and culture

Reflect the diverse needs of the community

9. Improved performance and demonstrating outcome.

Our board set three strategic priorities for the year

1. provide leadership in climate change
2. achieve industry recognition
3. board succession and recruitment.

We will continue to focus on reducing our carbon footprint with our ambition to be net zero greenhouse gas emissions by 2020, continue to embrace proven technologies to increase business efficiencies and increase our diversity and inclusion. As an organisation with a solid track record we are well positioned to continue to deliver Victorian Government priorities and meet the service level expectations of our communities.

During the year an updated Corporate Plan will be completed to reflect any major deviations.



A handwritten signature in black ink, appearing to read 'David Brennan'.

David Brennan
Chief Executive Officer

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1. Business Direction

1.1 Purpose

Wimmera CMA's mission is to bring out the best in our staff, community and environment

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 Agency Objectives

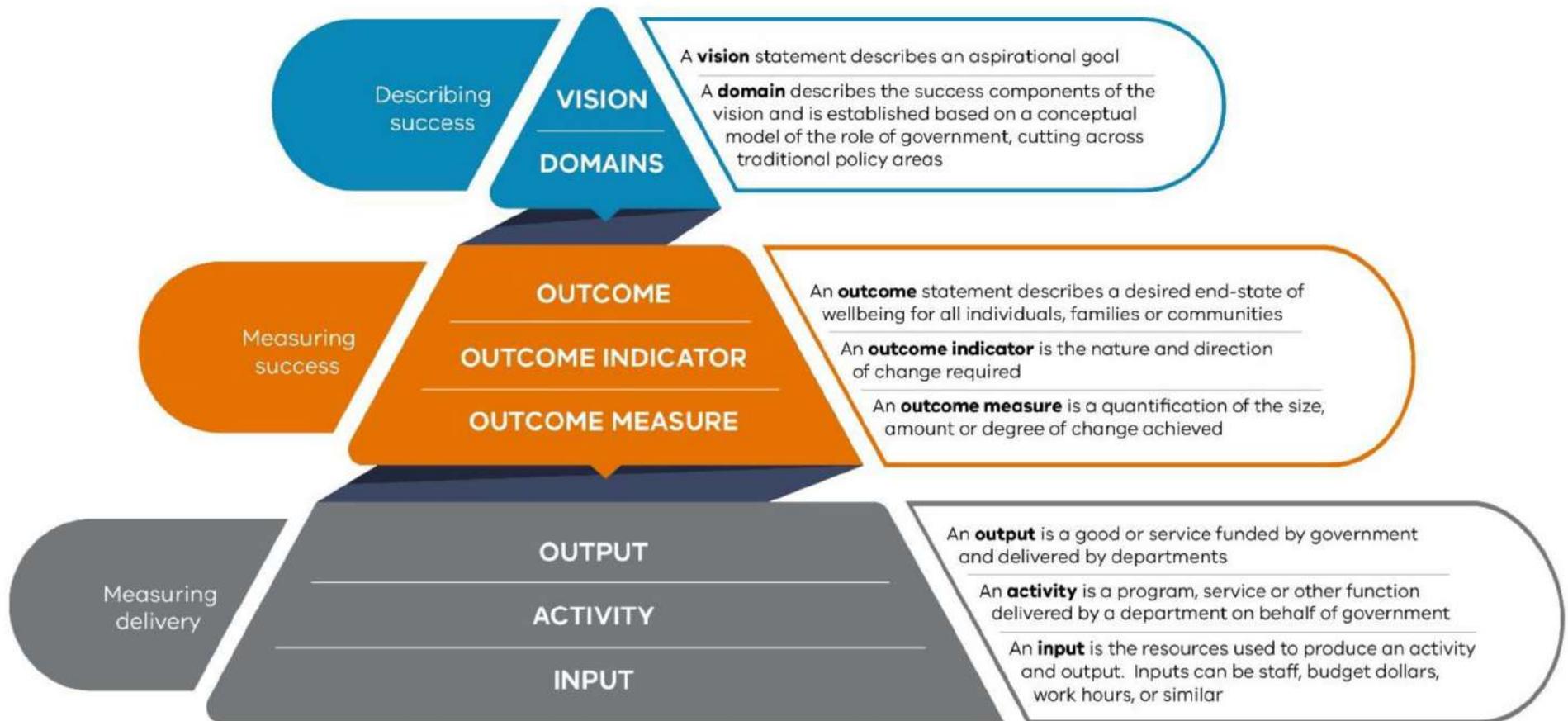
Based on our certified ISO9001:2015 quality Management system and processes we will:

- 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.

To deliver on our business objectives we will undertake the following actions:

- Collaboratively building community awareness & participation
- Plan by establishing future priorities, minimising risks and maximising opportunities
- Deliver on ground works that improve physical change and catchment health outcomes
- Increase knowledge management, identifying gaps and utilising research & development
- Implement Regional Catchment Strategy (RCS) and supporting strategic documents
- Work with the community to maintain and improve the condition of our natural environment
- Promote sustainable agricultural practices
- Minimise the impacts of introduced pest plant and animals
- Provide tailored information to community and local government to make informed decisions on environmental issues i.e. flood plain management
- Provide incentives and support for landholders undertaking management change to improve their environment.

2. Planned Programs, Services and Infrastructure Delivery



2.1 Outcomes Indicators

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. While Wimmera CMA will be working on several activities to deliver a broader range of government outcomes, the Outcome Indicator will act as a proxy for overall CMA performance.

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

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/ visions.

Strategic Domain	Outcome (1-5 Year Ambitions)	Outcome Indicator	Expected Activities	Expected Outputs (DELWP Output Data Standards)
Involving Aboriginal people	Recognising and managing Aboriginal values in water management and planning (Water for Victoria) Help Victoria's Traditional Owners participate in biodiversity management (Protecting Victoria's Environment Biodiversity 2037)	Greater Aboriginal involvement and collaboration in Regional Catchment Management Planning and Delivery BGLC engagement in the review of the RCS and action plans BGLC reviewing and providing comment on RCS annual review and annual report Seasonal Water Plan identifies cultural outcomes from environmental watering Cultural burning on private land is increased Number of relevant sections from “Whole of Country Plan” is implemented	<ul style="list-style-type: none"> Fortnightly meeting with BGLC BGLC involved in stakeholder roundtables Agreement with BGLC in relation to RCS review process and involvement Continued discussions (workshops) about links between Whole of Country Plan and RCS Seasonal watering planning involving BGLC Ongoing support to BGLC water officer position WCMA being active member of Ranch/ Billabong working group Support and facilitate the uptake of cultural burning on Bank Australia and Conservation Volunteers properties Support cultural training and capacity building for cultural surveys Support for local Traditional Owners to continue Aboriginal Waterways Assessment involvement and engagement with MLDRIN Partnering in Integrated Water Management 	4.4-Engagement event (meeting, workshop) 4.5-Partnership (community group) 4.6 Plan (strategy, management) 3.3-Water (floodplain) 3.4 -Fire (ecological/cultural)

Strategic Domain	Outcome (1-5 Year Ambitions)	Outcome Indicator	Expected Activities	Expected Outputs (DELWP Output Data Standards)
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</p> <p>Native fish numbers on average are greater than carp numbers in the majority of fishing competitions</p> <p>Socio-economic study indicates waterway user participation numbers are maintained or improved on average</p> <p>Tourist visitor numbers are maintained or increased in the Wimmera region</p>	<ul style="list-style-type: none"> Erosion control at sites where recreational activities are contributing to erosion Sustainable recreation improvements (OCOC) Carp control in targeted areas Riparian management Environmental water planning and delivery Delivery of community engagement and capacity building events. Waterway socio-economic study 	<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 by 10% the number of schools involved in environmental and cultural education programs</p> <p>No new pest plant and animals established</p> <p>Increase the number of NRM professionals and community members trained in; plant and animal identification, water quality monitoring and leadership to build capacity in the sector</p> <p>Improved connectivity of biodiversity in the landscape</p>	<ul style="list-style-type: none"> Agreements established with landholders. Landholders actively managing land. Virtual river yarns introduced to schools Wimmera-specific environmental and cultural education programs such as Nyupun, river detectives delivered to schools. Monitor biodiversity outcomes in priority areas such as landscape connectivity and improved land management. Work with partners to manage threats to terrestrial and aquatic biodiversity, including weeds and pest animals. Delivery of targeted training and support 	<p>4.2 – Management agreement</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>

Strategic Domain	Outcome (1-5 Year Ambitions)	Outcome Indicator	Expected Activities	Expected Outputs (DELWP Output Data Standards)
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>	<ul style="list-style-type: none"> Land transect surveys indicate groundcover is maintained to better than 1995 levels in the northern Wimmera, and maintained to better than 2014 levels in the southern Wimmera. CSU survey indicates an increased number of landholders are managing their properties for a changing climate. Regional farming groups are engaging in activities aligned to the Wimmera Carbon Ready Plan 	<ul style="list-style-type: none"> Develop partnerships to deliver educational and capacity building events Deliver publications to help build capacity and knowledge. Deliver drought / flood recovery as required. Conduct farm trials and make results available to relevant stakeholders 	<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>Integrated Water Management delivery (Water for Victoria)</p>	<p>No blue green algae bloom events and fish deaths in the Wimmera River</p> <p>Increase in the number of waterway dependant species that have expanded their known range. Surveys and monitoring show an increase in distribution</p> <p>Increase in distribution of waterway dependant species from Grampians National Park along the Burnt and McKenzie River</p> <p>Reduce environmental damage, threats and complaints</p> <p>Percentage of carp as biomass in waterways reduced at point monitoring sites</p> <p>Maintain water quality for the Wimmera River in regulated areas</p> <p>Develop projects for IWM funding</p>	<ul style="list-style-type: none"> Wimmera CMA conducts and supports community events Support and advocacy of sustainable waterway activities Monitoring, reporting and intervention techniques Delivery of environmental flows and monitoring Agreements with landholders to manage and protect riparian vegetation and wetlands. Works on Waterways permit applications are assessed and permits conditioned. Erosion control structures built. Contracts and working relationships with land managers Response plan prepared for Carp Herpes virus 	<p>1.5 – Waterway structure (chute)</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>1.9 – Fence (install)</p> <p>4.1 – Approval and advice</p>

Strategic Domain	Outcome (1-5 Year Ambitions)	Outcome Indicator	Expected 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)	<p>Effective Regional Floodplain Management Strategy (RFMS) steering group governance and participation</p> <p>Number of agreed priority RFMS actions complete</p> <p>Statutory referrals and advice for floodplain management are responded to in expected time frames</p> <p>Reduce likelihood and impacts of flooding</p>	<ul style="list-style-type: none"> RFMS steering group 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 	<p>4.4 – Engagement event (field day, workshop, meeting, conference)</p> <p>4.5 – Partnership (community group)</p> <p>4.7 – Publication</p> <p>4.1 – Approval and advice</p>
Supporting diversity and inclusion	<p>Support gender equality (Water for Victoria)</p> <p>Champion Aboriginal inclusion in the water sector. (Water for Victoria) (Barring Djinang)</p> <p>Promote the use of social procurement organisations</p>	<p>Increased percentage of females in leadership roles where opportunities arise</p> <p>On average 10% of CMA employees identify as Aboriginal</p> <p>Reconciliation Action Plan (RAP) is effectively implemented</p> <p>Increase the use of disability service providers</p>	<ul style="list-style-type: none"> 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 Purchase of products and services from social procurement organisations Membership of the Community of respect and equality (CORE) 	<p>4.7 – Publication</p> <p>4.6 – Plan (strategy, management)</p> <p>4.5 – Partnership (mixed)</p>
Strengthening community involvement	Strengthen community engagement in regional planning and implementation (Our Catchments Our Communities)	<p>Greater number of community groups participating in NRM projects over the 5-year period</p> <p>Establish new and maintain existing formalised working relationships</p> <p>Community groups are involved in the review of the Regional Catchment Management Strategy and Action Plans. New guidelines for review of the RCS against NLP outcomes and investment priorities</p>	<ul style="list-style-type: none"> Establish new partnerships targeted at increasing community participation–Heart Land Horsham project Implementation of catchment partnership agreements intention Community capacity building activities undertaken RCS and actions plan review involved community consultation 	<p>4.4 – Engagement event (field day, workshop, meeting, conference)</p> <p>4.5 – Partnership (community group)</p> <p>4.6 – Plan (strategy)</p> <p>4.7 – Publication (various)</p>

Strategic Domain	Outcome (1-5 Year Ambitions)	Outcome Indicator	Expected Activities	Expected Outputs (DELWP Output Data Standards)
Organisational priorities	<p>Wimmera CMA is a high performing, well governed and managed organization</p> <p>Innovation is embraced to improve effectiveness.</p> <p>Reduce greenhouse gas emissions from CMA operations by 30 per cent by 2020</p> <p>Health safety and wellbeing of staff is a priority</p> <p>Partnerships and alliances</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 CMAs to implement shared systems and processes</p> <p>Reduce greenhouse gas emissions from office-based sources by 40 per cent by 2020, based on the 2016-17 audit.</p> <p>Clean (positive) Internal and External audit results</p> <p>Compliance with the Standing Directions of the Minister for Finance The financial Management Act</p> <p>Alliance with CVA to build Wimmera CMA organisational & capacity in the delivery of NRM biodiversity projects</p> <p>Number of formal grievances or complaints</p> <p>Number of lost workdays due to work related injuries</p> <p>Staff satisfaction results in People Matter survey</p>	<ul style="list-style-type: none"> • Implementation of ICT Strategy recommendations and develop ICT strategy action plans • Continue to develop the organisations SharePoint systems and capability • Implement Dynamics 365 ERP system in conjunction with the CMA consortium. • Implement recommendations from Take 2 pledge • Implement environmentally friendly fleet options • Submit annual Board Performance Assessment Report according to any guidelines issued • Maintain Board approved Risk Management Framework • Wimmera CMA's policies and procedures reviewed and approved by the board every three financial years • Health and wellbeing check-ups provided to staff 	<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 Quality Management, OH&S, 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.

Risks rate as high	Strategies and treatments for the management of the risks	Strategic objectives for management of the risks
Government and Departmental Policy change that affect CMA management & structure	Input into policy documents at various levels Membership and input to Vic Catchments forum Input into Government and Departmental processes Maintain positive and productive relationships	Ability to identify and respond to risk/opportunities in a timely manner. Ensure CMA value proposition Work collectively as a CMA and NRM sector to influence policy and decisions Maintain Wimmera CMA's reputation
Major injury or death from driving and work-related vehicle use (including use of private vehicles for work related purposes)	Adequate insurance OH&S 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 Implement policies and procedures that reduces the risk of vehicle accidents

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

Regional risk	Strategies to assist with risk	Strategic objectives
Natural Disasters, fire and flood	Identify and reduce risk to key environment assets (i.e. fuels reduction, piped water)	Respond in a timely and effective manner
Weather - Dry conditions for past 18 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	Unless there is significant rain, this will trigger the need to develop drought refuge areas and further analysis of water restrictions, ie large farm dams, in order to protect important aquatic ecosystems

3.3 The following assumptions underpin this Corporate Plan for the next five years:

- Government policies don't significantly change
- Weather conditions are within average parameters
- Organisation is managed as an ongoing concern
- Funding from investors is consistent with current agreements in place
- Funding reflects service delivery costs
- No major machinery of government change for CMA sector
- Flexibility and adaptability to deliver government services
- 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 Wimmera CMA has identified the following opportunities to enable it to more effectively meet its objectives:

- Embrace technology; new social media and engagement approaches, analysis of satellite imagery, business efficiencies.
- Implement new biosecurity approaches; predator recognition for cat control.
- New partnerships; Our Catchment Our Community creates the ability to deliver high profile projects that leverages additional funding.
- Continue to work with other CMA's and organisations to improve business outcomes.
- Prepare for EC5
- Champion Integrated Water Management to deliver greater community outcomes
- Implement Microsoft Dynamics 365
- Remain an Australian Government recognised service provider

3.5 Challenges:

To reach its business objectives, the Wimmera CMA will have to include the following challenges:

- 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 finalisation - 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's
S1	DELWP	Victorian Water Program Investment Framework	3,060
S2	DELWP	Victorian Landcare Program	326
S3	DELWP	Wimmera Mallee Water Resource Plan	147
S4	DELWP	Biodiversity On-Ground Program	293
S5	DELWP	Corporate and Statutory Program	843
		Subtotal	4,669
C1	Department of Environment and Energy	National Landcare Program 2	1,215
		Subtotal	1,215
		Total	5,884

4.2 Programs Budget for the 2019-2020 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)-(6)
	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, C1	3,696	1,948	559	207	2,714	4,644	(1,917)	1,779
Statutory and Strategy Program	S1, C1	463	1,620	96		1,716	1,482	234	697
Community Delivery Program	S1, S2, S3, C1	89	258	560	15	833	702	131	220
Corporate, Governance, Overheads & Reserves	S5	2,828	843		217	1,060	1,275	(228)	2,600
		7,076	4,669	1,215	439	6,323	8,103	(1,780)	5,296

4.3 Estimated Operating Statement

	\$000's	\$000's	\$000's
	Forecast 2019-2020	Forecast 2020-2021	Forecast 2021-2022
Revenue			
Local			
Interest	95	95	95
Other	109	63	63
Grants			
State	4,669	4,371	4,371
Australian Government	1,215	1,229	1,191
Other	235	165	165
Total Revenue	6,323	5,923	5,885
Expenditure			
Corporate and Project Support Operations	1,050	998	998
Depreciation Assets	106	109	111
Depreciation Right of Use Leases	102	102	102
Provisions	17	18	19
Operational Programs			
Operational Delivery	4,644	2,732	2,471
Community Delivery	702	702	702
Strategic & Statutory	1,482	1,482	1,482
Total Expenditure	8,103	6,143	5,885
Operating Surplus/(deficit)	(1,780)	(220)	-

4.4 Estimated Cash flow Statement

	\$000's	\$000's	\$000's
	Forecast 2019-2020	Forecast 2020-2021	Forecast 2021-2022
Government Contributions	5,884	5,600	5,562
Interest Received	95	95	95
Other Revenue	235	130	130
Net GST (paid)/Received	521	336	310
Payments to Employees & Suppliers	(8,398)	(6,345)	(6,063)
Net Cash Provided by/(Used in) Operating Activities	(1,664)	(184)	(34)
Cash Flows from Investing Activities			
Payments for Plant & Equipment	(187)	(100)	(100)
Proceeds from sale of Plant & Equipment	109	98	98
Net Cash (Used In) Investing Activities	(78)	(2)	(2)
Net Increase/(Decrease) in Cash and Cash Equivalents Held	(1,742)	(186)	32
Cash and Cash Equivalents at beginning of Year	7,406	5,664	5,479
Cash and Cash Equivalents at End of Financial Year	5,664	5,479	5,511

4.5 Estimated Balance Sheet

Statement of Financial Position - Assets			
	\$000's	\$000's	\$000's
	Forecast 2019-2020	Forecast 2020-2021	Forecast 2021-2022
<u>Current</u>			
Cash & Cash Equivalents	5,664	5,479	5,511
Receivables	192	173	152
Pre Payments	-	-	-
Total Current Assets	5856	5,652	5,663
<u>Non-Current</u>			
Fixed Assets (Gross)	1,467	1,477	1,487
Less Accumulated Depreciation	(1,231)	(1,248)	(1,265)
Fixed Assets (Net)	236	229	222
Right of Use Leases	847	847	847
Less ROU Accumulated Depreciation	(101)	(203)	(304)
ROU Assets Net	746	644	543
Total Non-Current Assets	982	873	765
Total Assets	6,838	6,525	6,428

Statement Of Financial Position – Liabilities and Equity			
<u>Current</u>			
Creditors & accruals	65	65	65
Provisions	587	605	623
Total Current liabilities	652	670	688
<u>Non-current</u>			
Provisions	132	114	95
ROU Lease Liability	758	665	569
Total Non-Current Liabilities	890	779	664
Total Liabilities	1,542	1,449	1,352
Net Assets	5,296	5,076	5,076
<u>Equity</u>			
Business Improvement and Asset Maintenance Reserve	1,100	1,097	1,099
Project Funding Carried Forward	1,096	1,013	1,120
Employee Entitlements Reserve	777	719	718
Asset Depreciation Reserve	982	873	765
Board Contingency Reserve	474	474	474
Landholder Contract Reserve	867	900	900
Total equity	5,296	5,076	5,076

4.6 Planned Capital Expenditure 2019-2020

Category	Funding Source	Cost (\$'000's)	Description
Program support	Business improvement	30	Solar battery storage
Program support	Operational reserves	190	Microsoft Dynamics 365

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 services and compliance requirements are charged to projects inclusive as a direct labour charge. 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 CMA's 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. The Australian Government have issued works orders for the five-year cycle of funding that will conclude in 2022-2023.

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 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. The Wimmera CMA will be operating as a going concern.

Cost Recovery

Wimmera CMA does not charge for services to the public.