



Wimmera CMA

# Corporate Plan

2020-2025



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

Phone: (03) 5382 1544  
Email: [wcma@wcma.vic.gov.au](mailto:wcma@wcma.vic.gov.au)  
ABN: 83 900 830 261  
Website: [www.wcma.vic.gov.au](http://www.wcma.vic.gov.au)

First published – July 2020

Cover photograph:  
Working for Victoria employment crew commencement in June 2020

#### Disclaimer

Statements and information in this document are current only as at July 2020 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.

The document has been compiled following the guidelines issued by the Minister for water as required under section 19C(2) of the Catchment and Land Protection Act 1994 (CaLP Act).

# CEO's Foreword

I am pleased to present an abridged Corporate Plan for the 2020-2021 reporting period. Our Corporate Plan is the primary planning document, articulating our tactics, strategies and objectives over the 12 months 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".

As we respond to the impacts of coronavirus (COVID-19) I am pleased to report financially our organisation is in good health and we continue to support our staff and community to the best of our ability. Whilst it is impossible to predict the short term and long-term impacts of COVID-19 as an organisation we are committed to safety, using innovation and creativity to delivery services and diligently manage our financial resources.

It was pleasing to be the first CMA to be allocated funding as part of the Working for Victoria Initiative and we look forward to providing employment for 40 people impacted by COVID-19.

It is anticipated that the delivery of the nine priority areas from the Minister's letter of expectations will be affected by (COVID-19) we see this as an organisational and community challenge to test our ability and ingenuity.

## 1. Improved performance and demonstrating outcomes

Demonstrating outcomes of government investment and improved reporting processes

## 2. Climate Change

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

## 3. Waterways and Catchment Health

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

## 4. Water for Agriculture

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

## 5. Community engagement and partnerships

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

## 6. 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

## 7. Recognise recreational values

Support the well-being of rural and regional communities by considering recreational values of waterways

## 8. Resilient and liveable cities and towns

Contribute to healthy communities and supporting resilient environments

## 9. Leadership, diversity and culture

Reflect the diverse needs of the community

Our board set three strategic priorities for the year

1. Recognised leader in environmental challenges
2. Demonstrating sound governance
3. Supporting staff and the community during COVID-19

During the next 12 months there will be many unknowns, changes, and uncertainty however there will be opportunities and chances to reinvent the way we do business. As an organisation with a solid track record we are well positioned to continue to deliver Victorian and Australian Government priorities and meet the service level expectations of our communities during this unprecedented time. If needed an updated Corporate Plan will be completed during the year to reflect any major deviations.

As this cooperate plan has a 12 month focus it is worth noting that as an organisation we remain committed to medium term time frames (5 years) as presented in section 2.1 outcome indicators.

As always 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 2019-2020.



David Brennan  
Chief Executive Officer

# Table of Contents

|  |           |
|--|-----------|
| <b>Forward</b>   | <b>4</b>  |
| CEO's Statement  | 4         |
| Table of Contents  | 5         |
| <b>1. Business Direction</b>   | <b>6</b>  |
| 1.1 Purpose (Mission)  | 6         |
| 1.2 Vision   | 6         |
| 1.3 Agency Objectives (Outcomes)   | 6         |
| <b>2. Planning and Managing Performance</b>  | <b>7</b>  |
| 2.1 Outcome framework program logic  | 7         |
| 2.2 Outcome Indicators   | 8         |
| <b>3. Future Challenges &amp; Opportunities</b>  | <b>14</b> |
| 3.1 Business Risks and Mitigating Controls   | 14        |
| 3.2 Organisational Risks to be considered next 12 month in relation to<br>Coronavirus (COVID-19) | 14        |
| 3.3 Assumptions Underpinning the Corporate Plan for the next 5 years                             | 15        |
| 3.4 Opportunities  | 15        |
| 3.5 Challenges   | 15        |
| <b>4. Estimates of Revenue and Expenditure</b>   | <b>16</b> |
| 4.1 Income Assumptions   | 16        |
| 4.2 Program Budget for the 2020-2021 year  | 16        |
| 4.3 Estimated Operating Statement  | 17        |
| 4.4 Estimated Cash flow Statement  | 18        |
| 4.5 Estimated Balance Sheet  | 19        |
| 4.6 Planned Capital & Business Improvement Activities  | 20        |
| 4.7 Notes  | 20        |

# 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, diversity, flexibility and high governance standards.

## 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.

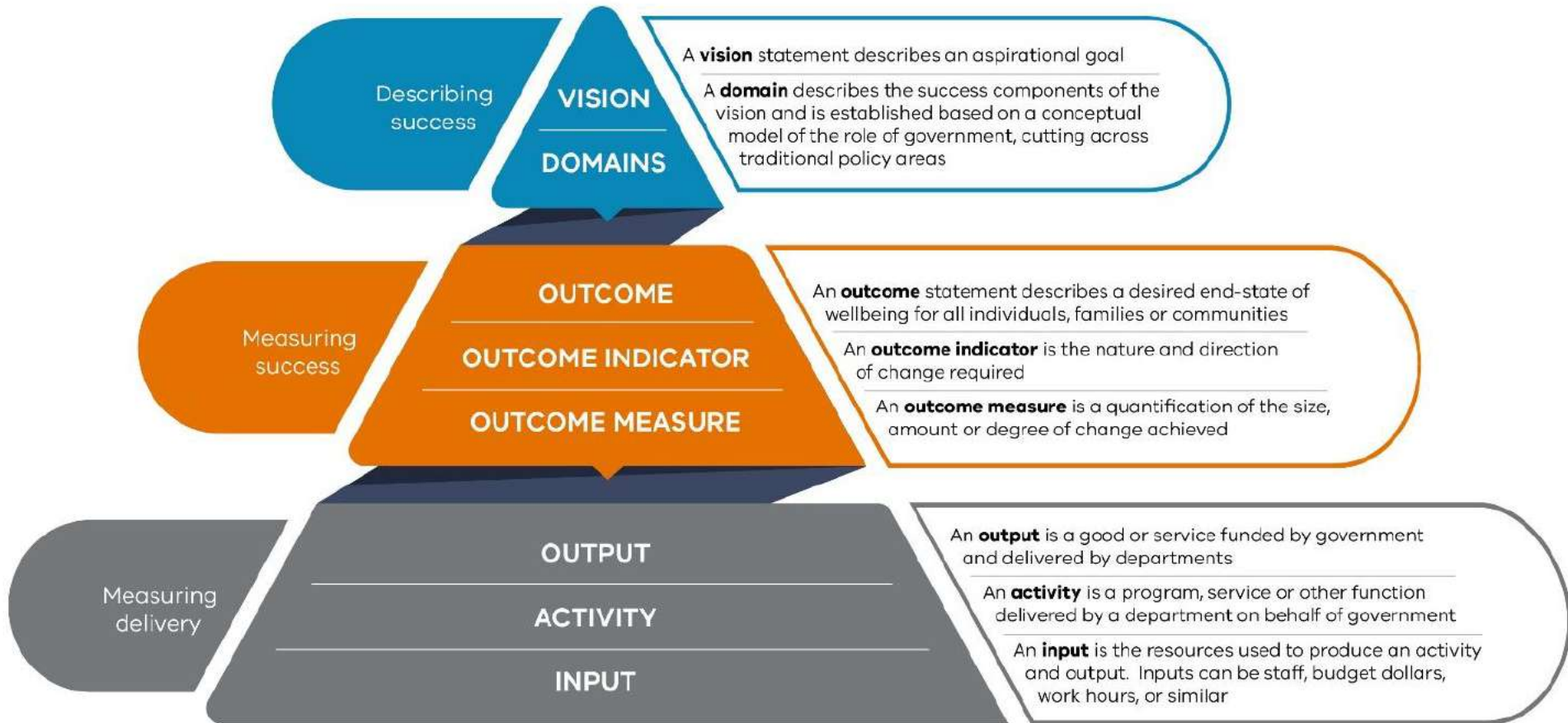
To deliver on our business objectives we will undertake the following actions:

- Collaboratively building community awareness & participation
- Establish 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 framework program logic

The below program logic has been applied to all services we deliver.



## 2.2 Outcomes Indicators

Below is a list of Wimmera CMA 5 year business objectives and outcomes they are categorised under Strategic Domains and reflect “visions” set by Victorian and Australian Government or Wimmera CMA. Outcome Indicators 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 below table demonstrates a line of sight from outputs to outcomes and how these outcomes relate to relevant Victorian/ Australian Government priorities/ visions. Numbering under Strategic Domain aligns to Letter of Expectation.

| <b>Strategic Domain</b>   | <b>Outcome (1-Year Ambitions)</b>  | <b>Outcome Indicator</b>   | <b>Expected Activities</b>   | <b>Expected Outputs (DELWP Output Data Standards)</b>  |
|---|--|--|--|--|
| <b>Coronavirus (COVID-19) Ability to Respond – organisational and community support</b> | Employment for community members impacted by <b>Corona virus (COVID-19)</b> (Working for Victoria) | Employment of crew members for 6 months  | Delivery of environmental services such as fencing, pest plant and animal control.   | 2.1–Vegetation (native indigenous)<br>2.3–Pest animal control (Inland aquatic)<br>4.4–Engagement event (meeting, workshop) |
|   | Maintain a safe workplace (Work Safe)  | Staff wellbeing<br>Absenteeism   | Implementation of Pandemic Influenza Action Plan 2020-2022.  | 4.5–Partnership (community group)  |
|   | Managing as an ongoing concern (Financial Management Act)  | Well governed organisation<br>Financial viability  | Maintain and communicate Wimmera CMA’s COVIDSafe plan  | 4.6–Plan (strategy, management)  |
|   | Support local economy to rebound   | Stakeholders, suppliers and partners supported   | Prioritise the use of local service providers and continue to maximise on ground outcomes  |  |
|   | Delivery of social, economic and environmental outcomes for the region.                            | Investment and delivery of Integrated Catchment Management and other projects as opportunities arise | Support partners and community groups to find innovative ways to deliver outcomes e.g. by facilitating training to build online capabilities |  |

| <b>Strategic Domain</b>  | <b>Outcome (1-5 Year Ambitions)</b>  | <b>Outcome Indicator</b>   | <b>Expected Activities</b>  | <b>Expected Outputs (DELWP Output Data Standards)</b>  |
|--|--|--|---|--|
| <b>Involving Aboriginal people in integrated catchment management and contributing towards self-determination 6#</b> | <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 collaboration in Integrated Catchment Management planning and delivery</p> <p>Continued BGLC engagement in the review and development of the RCS and action plans.</p> <p>Eastern Maar Aboriginal Corporation engagement in the review and development of the RCS and action plans</p> <p>Delivery of Seasonal Water Plan cultural outcomes</p> <p>Cultural burning on private land is increased</p> <p>Number of relevant sections from "Whole of Country Plan" implemented</p> | <ul style="list-style-type: none"> <li>Fortnightly meeting with BGLC</li> <li>BGLC involved in stakeholder roundtables</li> <li>Continued discussions (workshops) with BGLC and EMAC about links between Whole of Country Plans and RCS</li> <li>Ongoing support to BGLC water officer position</li> <li>Support Wimmera CMA-based AWO to Chair and contribute to statewide AWO network and other forums</li> <li>WCMA being active member of Ranch/ Billabong working group</li> <li>Meetings with Eastern Maar to lay more foundations together for possible joint activities</li> <li>Support and facilitate the uptake of cultural burning on Bank Australia and Conservation Volunteers properties</li> <li>Support cultural training and capacity building for cultural surveys</li> <li>Support for local Traditional Owners to continue Aboriginal Waterways Assessment involvement, planning and engagement with MLDRIN</li> </ul> | <p>1.4 –Fire (ecological/cultural)</p> <p>3.3–Water (floodplain)</p> <p>4.4–Engagement event (meeting, workshop)</p> <p>4.5–Partnership (community group)</p> <p>4.6– Plan (strategy, management)</p>  |
| <b>Supporting recreational values 7#</b>   | <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 fish surveys and fishing competitions</p> <p>Socio-economic study indicates waterway user participation numbers are maintained or improved on average</p> <p>Tourist visitor numbers recovery from COVID-19 levels</p>  | <ul style="list-style-type: none"> <li>Minimise negative impacts at sites where recreational activities are contributing to erosion</li> <li>Deliver sustainable recreation improvements (OCOC)</li> <li>Carp control in targeted areas</li> <li>Riparian improvement activities</li> <li>Environmental water planning and delivery</li> <li>Delivery of community engagement and capacity building events</li> <li>Waterway socio-economic study final report</li> </ul>   | <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> |



| <b>Strategic Domain</b>                                   | <b>Outcome (1-5 Year Ambitions)</b>   | <b>Outcome Indicator</b>   | <b>Expected Activities</b>   | <b>Expected Outputs (DELWP Output Data Standards)</b>   |
|---|---|--|--|---|
| <b>Improving the health of our natural environment 3#</b> | Wimmera Community acting to protect their environment (Protecting Victoria's Environment - Biodiversity 2037)   | <p>Increase in the number of hectares of private land under permanent or long-term management</p> <p>Increased 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"> <li>• Agreements established with landholders</li> <li>• Landholders actively managing land</li> <li>• Environmental and cultural education programs such as Nyupun, river detectives delivered to schools through a variety of platforms.</li> <li>• Monitor biodiversity outcomes in priority areas such as landscape connectivity and improved land management.</li> <li>• Work with partners to manage threats to terrestrial and aquatic biodiversity, including weeds and pest animals.</li> <li>• Delivery of targeted training and support for NRM professionals and community members</li> </ul> | <p>2.2 - Weed control (mixed)</p> <p>2.3– Pest animal control (Inland aquatic)</p> <p>4.2–Management agreement</p> <p>4.4–Engagement event (Field day, workshop, meeting, conference)</p> |
| <b>Building climate resilient agriculture 4#</b>          | <p>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>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</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>   | <ul style="list-style-type: none"> <li>• Develop partnerships to deliver educational and capacity building events</li> <li>• Deliver publications to help build capacity and knowledge.</li> <li>• Deliver drought / flood recovery as required.</li> <li>• Conduct farm trials and make results available to relevant stakeholders</li> <li>• Facilitate activities for landholders to improve understanding and use of new technology eg Farming and Community Drought program with Beanstalk Ag and PPS</li> </ul>  | <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>              |

| <b>Strategic Domain</b>   | <b>Outcome (1-5 Year Ambitions)</b>  | <b>Outcome Indicator</b>   | <b>Expected Activities</b>  | <b>Expected Outputs (DELWP Output Data Standards)</b>   |
|---|--|--|---|---|
| <b>Improving the health of priority waterways 8#</b>                                  | Improved waterway health of the Wimmera waterways. (Water for Victoria)  | <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 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> | <ul style="list-style-type: none"> <li>• Wimmera CMA conducts and supports community events</li> <li>• Support and advocacy of sustainable waterway activities</li> <li>• Delivery of environmental flows and monitoring</li> <li>• Agreements with landholders to manage and protect riparian vegetation and wetlands.</li> <li>• Works on Waterways permit applications are assessed and permits conditioned.</li> <li>• Erosion control structures built.</li> <li>• Contracts and working relationships with land managers</li> <li>• Response plan prepared for Carp Management including preparation for potential carp herpes virus release</li> </ul> | <p>1.5–Waterway structure (chute)</p> <p>1.9–Fence (install)</p> <p>4.1–Approval and advice</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> |
| <b>Preparing communities for floods and delivering Integrated Water Management 8#</b> | <p>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> <p>Integrated Water Management delivery (Water for Victoria)</p> | <p>Effective Regional Floodplain Management Strategy (RFMS) steering group governance and participation</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> <p>Development of projects for IWM funding</p> <p>Implementation of IWM Strategic Direction Statement</p>  | <ul style="list-style-type: none"> <li>• Complete agreed priority RFMS actions</li> <li>• RFMS steering group meets regularly</li> <li>• RFMS steering committee monitoring and evaluating</li> <li>• Statutory planning processes implemented effectively; including providing flood advice, approvals and referral responses</li> <li>• Engagement events and publications produced aimed at increasing awareness of flood risk</li> <li>• Coordination of Integrated Water Management</li> <li>•</li> </ul>  | <p>4.1–Approval and advice</p> <p>4.4–Engagement event (field day, workshop, meeting, conference)</p> <p>4.5–Partnership (community group)</p> <p>4.7–Publication</p>   |

| <b>Strategic Domain</b>                       | <b>Outcome (1-5 Year Ambitions)</b>  | <b>Outcome Indicator</b>  | <b>Expected Activities</b>   | <b>Expected Outputs (DELWP Output Data Standards)</b>   |
|---|--|---|--|---|
| <b>Supporting diversity and inclusion 9#</b>  | <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</p> <p>On average 10% of CMA employees identify as Aboriginal</p> <p>Reconciliation Action Plan (RAP) is updated and effectively implemented</p> <p>Increase the use of disability service providers and implementation of social procurement strategy</p>   | <ul style="list-style-type: none"> <li>• Delivery of Diversity and Inclusion Plan</li> <li>• Advertise senior management positions to the market as they become vacant</li> <li>• Where funding is available develop additional Aboriginal community specific positions</li> <li>• Partner with organisations to address actions in the RAP</li> <li>• Purchase of products and services from social procurement organisations</li> <li>• Membership of the Community of respect and equality (CORE)</li> <li>• Representation on the CoRE Leadership Group</li> </ul> | <p>4.5– Partnership (mixed)</p> <p>4.6–Plan (strategy, management)</p> <p>4.7 Publication</p>   |
| <b>Strengthening community involvement 5#</b> | <p>Strengthen community engagement in regional planning and implementation (Our Catchments Our Communities)</p>  | <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"> <li>• Establish new partnerships targeted at increasing community participation</li> <li>• Implementation of catchment partnership agreements intention</li> <li>• Community capacity building activities undertaken</li> <li>• RCS and actions plan review involved community consultation</li> <li>• Environmental engagement programs such as Wild Wimmera Kids delivered through a variety of platforms</li> </ul>  | <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> |

| <b>Strategic Domain</b>             | <b>Outcome (1-5 Year Ambitions)</b>  | <b>Outcome Indicator</b>   | <b>Expected Activities</b>  | <b>Expected Outputs (DELWP Output Data Standards)</b>   |
|-------------------------------------|--|--|---|---|
| <b>Organisational priorities 1#</b> | <p>Wimmera CMA is a high performing, well governed and managed organisation</p> <p>Innovation is embraced to improve effectiveness.</p> <p>Reduce greenhouse gas emissions from CMA operations</p> <p>Health safety and wellbeing of staff is a priority</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 80 per cent by 2025, 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>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"> <li>• Implementation of ICT Strategy</li> <li>• Continue to develop the organisations SharePoint systems and capability and include IoT training</li> <li>• Implement Dynamics 365 ERP system in conjunction with the CMA consortium</li> <li>• Investigate and implement new phone system that integrates with video conferencing that allows for flexible and remote working.</li> <li>• Investigate and migrate the existing website to a new platform.</li> <li>• Maintain a CMA sustainability committee to implement recommendations from Take 2 pledge</li> <li>• Evaluate environmentally friendly fleet options</li> <li>• Submit annual Board Performance Assessment Report according to any guidelines issued</li> <li>• Maintain Board approved Risk Management Framework</li> <li>• Wimmera CMA's policies and procedures reviewed and approved by the board every three years</li> <li>• Health and wellbeing check-ups provided to staff</li> </ul> | <p>4.5 – Partnership (agencies)</p> <p>4.6 – Plan</p> <p>4.8– Information Management System</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 rated as high   | Strategies and treatments for the management of risk  | Strategic objectives for management of the risks   |
|---|---|--|
| Government and Departmental Policy change that affect CMA management & structure  | Input into policy documents at various levels<br>Membership and input to Vic Catchments forum<br>Input into Government and Departmental processes<br>Maintain positive and productive relationships   | Ability to identify and respond to risk/opportunities in a timely manner<br>Ensure CMA value proposition<br>Work collectively as a CMA and NRM sector to influence policy and decisions<br>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<br>OH&S manual OGSF 013, OHSP 3.15<br>Purchase of vehicles with up to date safety equipment<br>Defensive driver training for staff<br>4X4 driver training for staff<br>Use of private vehicle policy<br>Navigation and tracking devices in all office based 4X4 vehicles<br>Mobile phone policy<br>Use of video meetings | Protection against accidents causing personal injury and property damage<br><br>Implement policies and procedures that reduces the risk of vehicle accidents   |

#### 3.2 The following organisational risks will also need to be considered for the next 12 months in relations to coronavirus (COVID-19)

| Risk  | Strategies to assist with risk  | Strategic objectives  |
|---|---|---|
| Interruption of business activities   | Use of contractors to deliver activities that would otherwise be delivered by volunteers ie. tree plant outs.<br>Remote workforce processes and procedures<br>COVIDSafe Plan                                    | Project milestones and SLA expectations are met.<br><br>Business continues to operate efficiently and effectively |
| Outbreak of coronavirus in workforce  | Implement working from home procedures and cleaning protocols<br>COVIDSafe Plan – including signing in process<br>Pandemic response plan<br>Infection control training<br>Mental health and wellbeing processes | Safe and healthy workplace  |
| Increased OH&S risks associated with delivery of working for Victoria Initiative - slip, trips, falls | Engagement of employment agency<br>Training, induction, and assessment (spot audits)  | Ensure crews are safe<br>Reduce organisation exposure from risk of legal action due                               |
| Reduction in funding  | Participate and delivery of government initiatives to diversify revenue   | Organisation of choice for investment delivery  |
| Increase in cyber-attacks due to working remotely and the use of a variety of video meeting software  | Ensure ICT systems and equipment has up to date anti-virus capability installed   | Reduce cyber-attacks and limit risk   |

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

- Government policies or revenue don't significantly change
- Pre coronavirus (COVID-19) business and community ecosystems are restored
- Weather conditions are within average parameters ( no extreme events)
- Organisation is managed as an ongoing concern
- Funding from investors is consistent with 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, business efficiencies, IoT.
- Implement new biosecurity approaches; predator recognition for cat and carp 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.
- Deliver 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 address the following challenges:

- Coronavirus (COVID-19) restrictions
- 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 2020 - 2021

| Investor Program | Source of Funding                    | Program                                      | Amount (000's) |
|------------------|--------------------------------------|--|----------------|
| S1               | DELWP                                | Victorian Water Program Investment Framework | 3,011          |
| S2               | DELWP                                | Victorian Landcare Program                   | 319            |
| S3               | DELWP                                | Wimmera Mallee Water Resource Plan           | 145            |
| S4               | DELWP                                | Biodiversity On-Ground Program               | 160            |
| S5               | DELWP                                | Corporate and Statutory Program              | 843            |
| S6               | DJPR                                 | Working for Victoria                         | 1,825          |
| <b>Subtotal</b>  |                                      |  | <b>6,303</b>   |
| C1               | Department of Environment and Energy | National Landcare Program 2 (NRM)            | 653            |
| C2               | Department of Environment and Energy | National Landcare Program 2 (Agriculture)    | 463            |
| <b>Subtotal</b>  |                                      |  | <b>1,116</b>   |
| <b>Total</b>     |                                      |  | <b>7,419</b>   |

### 4.2 Program Budgets for the 2020-2021 year

(based on estimated carry forwards and income assumptions)

| Programs Budget                             | Investor Programs Reference | Income (000's)                 |                            |                                 |                      |   | Expenses (000's)     |                                |                                       |
|---|-----------------------------|--------------------------------|----------------------------|---------------------------------|----------------------|---|----------------------|--------------------------------|---------------------------------------|
|   |                             | (1)<br>Estimated Carry Forward | (2)<br>State Gov't Funding | (3)<br>Australian Gov't Funding | (4)<br>Other Funding | (5) =<br>(1)+(2)+(3)+(4)<br>Program Total | (6)<br>Program Total | (7) = (5)-(6)<br>Annual Result | (8) = (1)-(6)<br>Estimated Carry Fwd. |
| Operational Delivery Program                | S1,C1,                      | 852                            | 3,820                      | 350                             | -                    | 4,170                                     | 4,212                | (42)                           | 810                                   |
| Statutory and Strategy Program              | S1, C1                      | 365                            | 1,175                      | -                               | -                    | 1,175                                     | 1,317                | (142)                          | 223                                   |
| Community Delivery Program                  | S1, S2, S3, C1              | 360                            | 465                        | 766                             | 15                   | 1,246                                     | 1,123                | 123                            | 483                                   |
| Corporate, Governance, Overheads & Reserves | S5                          | 3,447                          | 843                        | -                               | 48                   | 891                                       | 1,428                | (537)                          | 2,910                                 |
|   |                             | <b>5,024</b>                   | <b>6,303</b>               | <b>1,116</b>                    | <b>63</b>            | <b>7,482</b>                              | <b>8,080</b>         | <b>(598)</b>                   | <b>4,426</b>                          |

### 4.3 Estimated Operating Statement 2020 – 2021

| <b>Estimated Operating Statement</b>     | <i>\$000's</i>                |
|--|-------------------------------|
|  | <b>Forecast<br/>2020-2021</b> |
| <b>Revenue</b>                           |                               |
| <b>Local</b>                             |                               |
| Interest                                 | 20                            |
| Other                                    | 28                            |
| <b>Grants</b>                            |                               |
| State                                    | 6,303                         |
| Australian Government                    | 1,116                         |
| Other                                    | 15                            |
| <b>Total Revenue</b>                     | <b>7,482</b>                  |
| <b>Expenditure</b>                       |                               |
| Corporate and Project Support Operations | 1,285                         |
| Depreciation Assets                      | 54                            |
| Depreciation Right of Use Leases         | 68                            |
| Provisions                               | 21                            |
| <b>Operational Programs</b>              |                               |
| Operational Delivery                     | 4,212                         |
| Community Delivery                       | 1,123                         |
| Strategic & Statutory                    | 1,317                         |
| <b>Total Expenditure</b>                 | <b>8,080</b>                  |
| <b>Operating Surplus/(deficit)</b>       | <b>(598)</b>                  |



#### 4.4 Estimated Statement of Cashflows 2020 – 2021

| Estimated Statement of Cashflow                            | \$000's               |
|--|-----------------------|
|  | Forecast<br>2020-2021 |
| Government Contributions                                   | 7,419                 |
| Interest Received  | 20                    |
| Other Revenue  | 28                    |
| Net GST(paid)/Received                                     | 553                   |
| Payments to Employees & Suppliers                          | (8,442)               |
| <b>Net Cash Provided by/(Used in) Operating Activities</b> | <b>(421)</b>          |
| <b>Cash Flows from Investing Activities</b>                |                       |
| Payments for Plant & Equipment                             | 30                    |
| Proceeds from sale of Plant & Equipment                    | 15                    |
| <b>Net Cash (Used In) Investing Activities</b>             | <b>45</b>             |
| Net Increase/(Decrease) in Cash and Cash Equivalents Held  | (376)                 |
| Cash and Cash Equivalents at beginning of Year             | 4,924                 |
| <b>Cash and Cash Equivalents at End of Financial Year</b>  | <b>4,548</b>          |

## 4.5 Estimated Balance Sheet 2020 – 2021

| <b>Statement of Financial Position Assets</b> |  | <i>\$000's</i>                |
|---|--|-------------------------------|
|   |  | <b>Forecast<br/>2020-2021</b> |
| <b>Current</b>                                |  |                               |
| Cash & Cash Equivalents                       |  | 4,548                         |
| Receivables                                   |  | 366                           |
| Pre Payments                                  |  | -                             |
| <b>Total Current Assets</b>                   |  | <b>4,914</b>                  |
| <b>Non Current</b>                            |  |                               |
| Fixed Assets (Gross)                          |  | 1,225                         |
| Less Accumulated Depreciation                 |  | (994)                         |
| Fixed Assets (Net)                            |  | 231                           |
| Right of Use Leases                           |  | 1,385                         |
| Less ROU Accumulated Depreciation             |  | (239)                         |
| ROU Assets (Net)                              |  | 1,146                         |
| <b>Total Non Current Assets</b>               |  | <b>1,377</b>                  |
| <b>Total Assets</b>                           |  | <b>6,291</b>                  |

| <b>Statement of Financial Position Liabilities</b> |  | <i>\$000's</i>                |
|--|--|-------------------------------|
|  |  | <b>Forecast<br/>2020-2021</b> |
| <b>Current</b>                                     |  |                               |
| Creditors & accruals                               |  | 65                            |
| Provisions   |  | 729                           |
| ROU Lease Liability                                |  | 144                           |
| <b>Total Current liabilities</b>                   |  | <b>938</b>                    |
| <b>Non current</b>                                 |  |                               |
| Provisions   |  | 25                            |
| ROU Lease liability                                |  | 902                           |
| <b>Total Non Current Liabilities</b>               |  | <b>927</b>                    |
| <b>Total Liabilities</b>                           |  | <b>1,865</b>                  |
| <b>Net Assets</b>                                  |  | <b>4,426</b>                  |
| <b>Equity</b>                                      |  |                               |
| Business Improvement and Asset Maintenance Reserve |  | 1,438                         |
| Project Funding Carried Forward                    |  | 970                           |
| Employee Entitlements Reserve                      |  | 754                           |
| Asset Depreciation Reserve                         |  | 231                           |
| Board Contingency Reserve                          |  | 487                           |
| Landholder Contract Reserve                        |  | 546                           |
| <b>Total equity</b>                                |  | <b>4,426</b>                  |

## 4.6 Planned Capital and Business Improvement Activities 2020-2021

| Category        | Funding Source       | Cost (\$000's) | Description                                    |
|-----------------|----------------------|----------------|--|
| Program support | Business improvement | 30             | Solar battery storage                          |
| Program Support | Business Improvement | 93             | SharePoint Development                         |
| Program Support | Reserves             | 25             | Computer Change over                           |
| Program Support | Business Improvement | 15             | Teams Calling Facility                         |
| Program support | Business Improvement | 100            | Complete Microsoft Dynamics 365 implementation |

## 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 resources 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 not in place for a new four-year State Government funded program to replace the one that will conclude at the end 2019-2020 financial year. The State funding estimate is based on indicative budget figures provided by DELWP. The Australian Government have issued works orders for the five-year cycle of funding that will conclude in 2022-2023.

## 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.

