



Wimmera CMA

Corporate Plan

2021-2026



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

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Cover photograph:

- Smokey Mouse
- Environmental Watering-Ranch Billabong Dimboola
- Platypus Survey May 2021

Disclaimer

Statements and information in this document are current only as at July 2021 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

Our Corporate Plan is the primary planning document, articulating our tactics, strategies and objectives for the next five-years to realise our organisations 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” and covers a three-year financial outlook.

As we respond to the coronavirus pandemic I am pleased to report our organisation is in good health and we continue to support our staff and community to the best of our ability. During the height of the pandemic we used innovation, ingenuity and creativity to continue the delivery of services including the delivery of the Working For Victoria Initiative where 48 individuals gained hands on employment from March 2020 – May 2021. We also managed our largest black water event in the Wimmera River and delivered over 43km of riparian fencing to protect our waterways. To read more of our achievements in 2020-2021 be sure to read our annual report.



The Minister's letter of expectations 9 priority policy areas reflects the Victorian Government's response to the coronavirus pandemic and the ongoing focus on economic recovery, with a strong focus on the delivery of capital works and other economic stimulus. We look forward to delivering on and exceeding these expectations.

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

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 2020-2021.

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, diversity, flexibility and high governance standards.

1.3 Agency Objectives

Based on our certified ISO9001 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.

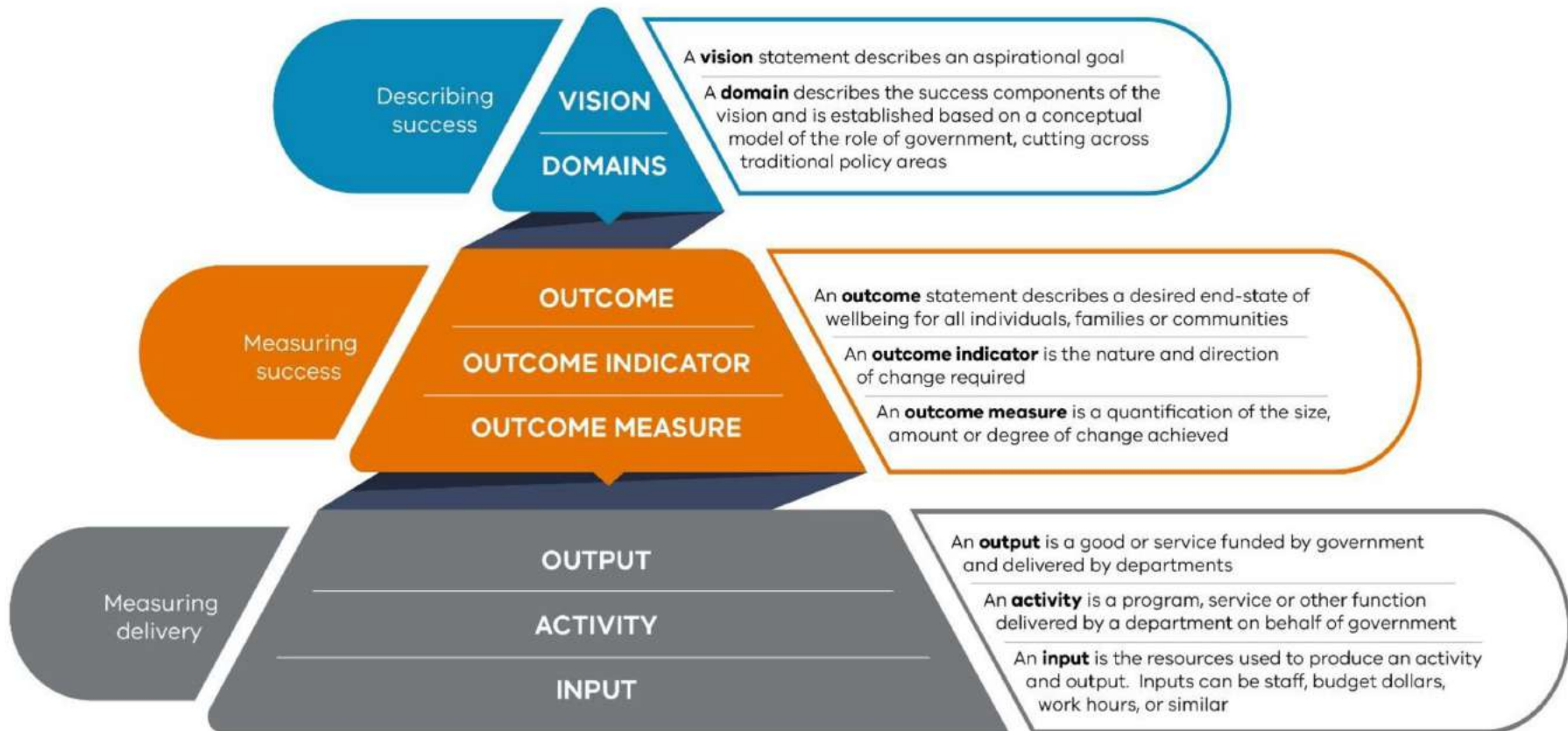
To deliver on our business objectives we will undertake the following actions:

- 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, see 2.2.



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 and 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 links Letter of Expectation from outputs to outcomes and how these outcomes relate to relevant Victorian/ Australian Government priorities/ visions.

Strategic Domain	Outcome (1-5 Year Ambitions)	Outcome Indicator	Expected Activities	Expected Outputs (DELWP Output Data Standards)
Improved performance and demonstrating outcomes 1#	<p>Wimmera CMA is a high performing, well governed and managed organisation.</p> <p>Innovation is embraced to improve effectiveness of outcomes and service delivery.</p> <p>Health, safety and wellbeing is a priority.</p>	<p>Implementation of new and emerging processes/ systems for greater engagement, efficiency, monitoring and productivity.</p> <p>Collectively working with other CMAs to implement shared systems and processes.</p> <p>Clean (positive) Internal and External audit results</p> <p>Compliance with the Standing Directions of 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>Vic Catchments members contribution to strengthen collaboration and performance</p>	<p>Continue to develop the organisations ITC systems and capability including IoT training</p> <p>Develop Dynamics 365 in conjunction with the CMA consortium</p> <p>Submit annual board performance assessment report</p> <p>Maintain Board Risk Management Framework</p> <p>Wimmera CMA's policies and procedures reviewed every three years</p> <p>Health and wellbeing check-ups provided to staff</p> <p>Day to day Management of Vic Catchments</p> <p>Leading the review of CMA State-wide Statutory Water Functions</p> <p>ISO9001 Quality Management System certification maintained.</p>	<p>4.5 – Partnership (agencies)</p> <p>4.6 – Plan</p> <p>4.8– Information Management System</p>

Strategic Domain	Outcome (1-5 Year Ambitions)	Outcome Indicator	Expected Activities	Expected Outputs (DELWP Output Data Standards)
Climate change 2#	<p>Wimmera CMA becomes carbon neutral by 2025</p> <p>Explore opportunities to strengthen adaptation and mitigation strategies with regional partners</p> <p>CMA recognised as a leader in pragmatic climate change solutions and outcomes</p>	<p>Reduction of carbon emissions from 2016-17 benchmark</p>	<p>Wimmera CMA sustainability committee to implement recommendations from Take 2 pledge including evaluation of environmentally friendly fleet options</p> <p>Participate in road map to net zero emissions Grampians agriculture project.</p> <p>Wimmera CMA continues to participate in the Regional Climate Change Adaptation Group for the Grampians Region Climate Change Adaptation Strategy.</p> <p>CMA participation in supporting collective CMA funded climate officer</p>	4.6 – Plan

Strategic Domain	Outcome (1-5 Year Ambitions)	Outcome Indicator	Expected Activities	Expected Outputs (DELWP Output Data Standards)
Waterway and catchment health 3#	<p>Wimmera Community acting to protect their environment (Protecting Victoria's Environment - Biodiversity 2037)</p> <p>Improve the condition and trend of the Wimmera's waterways</p>	<p>Increase the number of hectares of private land under permanent or long-term management</p> <p>Increase the number of schools involved in environmental and cultural education programs</p> <p>No new pest plant and animals established</p> <p>Improved connectivity of biodiversity in the landscape</p> <p>Recreational access is sustainably managed.</p>	<ul style="list-style-type: none"> • Agreements established with landholders • Landholders actively managing land • Environmental and cultural education programs such as Nyupun, river detectives delivered to schools through a variety of platforms • 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. • Work with Victorian Government to develop and implement the Regulations for Regulated Watercourse land to manage camping 	<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>

Strategic Domain	Outcome (1-5 Year Ambitions)	Outcome Indicator	Expected Activities	Expected Outputs (DELWP Output Data Standards)
Water for agriculture 4#	<p>Agricultural sector is adapting to climate change</p> <p>Landholders building capacity to implement actions to maintain or enhance soil resilience</p>	<p>Land transect surveys indicate groundcover is maintained to better than 1995 levels in the northern Wimmera, and maintained to better than 2014 benchmark</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"> • Develop partnerships to deliver educational and capacity building events • Deliver publications to help build capacity and knowledge • Conduct farm trials and make results available to relevant stakeholders • Facilitate activities for landholders to improve understanding and use of new technology e.g. Farming and Community Drought program with Beanstalk Ag and PPS 	<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>

Strategic Domain	Outcome (1-5 Year Ambitions)	Outcome Indicator	Expected Activities	Expected Outputs (DELWP Output Data Standards)
Community engagement and partnerships 5#	<p>Strengthen community engagement in regional planning and implementation</p>	<p>Greater number of community groups participating in NRM projects over the 5-year period</p> <p>Establish new and maintain existing working relationships</p> <p>Community groups are involved in the review of the Regional Waterway strategy</p>	<ul style="list-style-type: none"> • Establish new partnerships targeted at increasing community participation • Implementation of catchment partnership agreements intention • Community capacity building activities undertaken • Environmental engagement programs such as Wild Wimmera Kids delivered through a variety of platforms • Partner with Universities and researchers to deliver key projects. 	<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)
<p>Recognise and support Aboriginal cultural values and economic inclusion in the water sector 6#</p>	<p>Recognising and managing Aboriginal values in water management and planning (Water for Victoria)</p> <p>Support Victoria's Traditional Owners participation 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 action plans.</p> <p>Delivery of Seasonal Water Plan including 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"> • Fortnightly meeting with Barengi Gadjin Land Council (BGLC) • BGLC involved in stakeholder roundtables • Continued discussions (workshops) with BGLC and Eastern Maar Aboriginal Council (EMAC) about links between Whole of Country Plans and RCS • Ongoing support to BGLC water officer position • Support Wimmera CMA-based Aboriginal Water Officer (AWO) to Chair and contribute to statewide AWO network and other forums • WCMA being active member of Ranch/ Billabong working group • Meetings with Eastern Maar to lay more foundations together for possible joint activities • 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, planning and engagement with MLDRIN 	<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>

Strategic Domain	Outcome (1-5 Year Ambitions)	Outcome Indicator	Expected Activities	Expected Outputs (DELWP Output Data Standards)
Recognise Recreational values 7#	<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"> • Minimise negative impacts at sites where recreational activities are contributing to erosion • Deliver sustainable recreation improvements • Carp control in targeted areas • Riparian improvement activities • Environmental water planning and delivery • Delivery of community engagement and capacity building events 	<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>

Strategic Domain	Outcome (1-5 Year Ambitions)	Outcome Indicator	Expected Activities	Expected Outputs (DELWP Output Data Standards)
Resilient and liveable cities and towns 8#	<p>Improved waterway health of the Wimmera waterways. (Water for Victoria)</p> <p>Increase opportunities for all Victorians to have daily connections with nature (Protecting Victoria's Environment - Biodiversity 2037)</p> <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>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>Maintain water quality for the Wimmera River in regulated areas</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 risks 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"> Wimmera CMA conducts and supports community events Support and advocacy of sustainable waterway activities 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 Management including preparation for potential carp herpes virus release <ul style="list-style-type: none"> Complete agreed priority RFMS actions RFMS steering group meets regularly RFMS steering committee monitoring and evaluating Statutory planning processes implemented effectively; including providing flood advice, approvals and referral responses Engagement events and publications produced aimed at increasing awareness of flood risk <ul style="list-style-type: none"> Coordination of Integrated Water Management Participation in the development of the "lived experiences of the drought" project 	<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> <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>

Strategic Domain	Outcome (1-5 Year Ambitions)	Outcome Indicator	Expected Activities	Expected Outputs (DELWP Output Data Standards)
Leadership, diversity and culture 9#	<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"> • Delivery of Diversity and Inclusion Plan • Advertise senior management positions to the market as they become vacant • Where funding is available develop additional Aboriginal community 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) • Representation on the CoRE Leadership Group 	<p>4.5– Partnership (mixed)</p> <p>4.6–Plan (strategy, management)</p> <p>4.7 Publication</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 ISO9001:2015, 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
Machinery of government change	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 aligns to investor expectations Work collectively as a CMA and NRM sector to influence policy and decisions Maintain Wimmera CMA's reputation as a valued service provider
Government funding uncertainty	Diversify organisations capacity and value proposition Leverage funds	Explore options with other organisations for service delivery, secondments etc Reduce costs where possible Apply for complimentary funding when opportunities arise
Succession planning	Internal capacity building Higher duties Secondments Supporting leadership training	Ensure as positions become vacant there is appropriate handovers and documentation Develop retirement plan for baby boomers

3.2 The following Organisational Risks will be considered for the next 12 months in relations to Coronavirus.

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. Remote workforce processes and procedures COVIDSafe Plan	Project milestones and SLA expectations are met. Business continues to operate efficiently and effectively
Outbreak of coronavirus in workforce	Implement working from home procedures and cleaning protocols COVIDSafe Plan – including signing in process Pandemic response plan Infection control training Mental health and wellbeing processes	Safe and healthy workplace
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 Underpinning Assumptions for the next five years:

- Government policies or revenue do not significantly change
- Pre coronavirus 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 meet its objectives more effectively:

- Embrace technology; new social media and engagement approaches, business efficiencies, IoT.
- Implement new biosecurity approaches; predator recognition for cat and carp control.
- New partnerships; 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
- Carbon mitigation and adaption for agriculture
- 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 restrictions and impediments
- Funding uncertainty
- 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
- Crown land camping review
- Low water storages, less environmental water entitlement allocation
- Channel decommissioning finalisation - unresolved drainage issues

4. Estimated Financial Performance

4.1 Income Assumptions

Income assumptions (Investor Programs) for the forthcoming year 2021 - 2022

Investor Program	Source of Funding	Program	Amount (000's)
S1	DELWP	Victorian Water Program Investment Framework	3,341
S2	DELWP	Victorian Landcare Program	406
S3	DELWP	Wimmera Mallee Water Resource Plan	145
S4	DELWP	Biodiversity On-Ground Program	320
S5	DELWP	Corporate and Statutory Program	853
Subtotal			5,065
C1	Department of Environment and Energy	National Landcare Program 2 (NRM)	752
C2	Department of Environment and Energy	National Landcare Program 2 (Agriculture)	446
Subtotal			1,198
Total			6,263

4.2 Program Budgets for the 2021-2022 year

(based on estimated carry forwards and income assumptions)

Programs Budget	Investor Programs Reference	Income (000's)					Expenses (000's)	Annual Result	Estimated Carry Fwd.
		(1)	(2)	(3)	(4)	(5) = (1)+(2)+(3)+(4)	(6)		
Operational Delivery Program	S1 S4,C1,	835	2,302	472	-	2,774	3,102	(328)	507
Statutory and Strategy Program	S1	789	1,359	-	90	1,449	2,054	(605)	184
Community Delivery Program	S2, S3, C1,C2	1,009	551	726	13	1,290	1,853	(563)	446
Corporate, Governance, Overheads & Reserves	S5	3,547	853	-	331	1,184	1,534	(350)	3,197
		6,180	5,065	1,198	434	6,697	8,543	(1,846)	4,334

4.3 Estimated Operating Statement 2021 – 2022

Estimated Operating Statement	\$000's	\$000's	\$000's
	Forecast 2021-2022	Forecast 2022-2023	Forecast 2023-2024
Revenue			
Local			
Interest	20	20	17
Other	401	401	401
Grants			
State	5,065	4,836	4,787
Australian Government	1,198	1,088	1,088
Other	13	13	13
Total Revenue	6,697	6,358	6,306
Expenditure			
Corporate and Project Support Operations	1,283	1,100	1,117
Depreciation Assets	73	73	68
Depreciation Right of Use Leases	129	96	96
Provisions	49	28	28
Operational Programs			
Operational Delivery	3,102	2,772	2,447
Community Delivery	1,853	1,535	1,313
Strategic & Statutory	2,054	1,399	1,420
Total Expenditure	8,543	7,003	6,489
Operating Surplus/(deficit)	(1,846)	(645)	(183)

4.4 Estimated Statement of Cashflows 2021 – 2022

Estimated Statement of Cashflow	\$000's	\$000's	\$000's
	Forecast 2021-2022	Forecast 2022-2023	Forecast 2023-2024
Government Contributions	6,263	5,924	5,875
Interest Received	20	20	17
Other Revenue	414	414	414
Net GST(paid)/Received	568	416	416
Payments to Employees & Suppliers	(8,910)	(7,328)	(6,817)
Net Cash Provided by/(Used in) Operating Activities	(1,645)	(554)	(95)
Cash Flows from Investing Activities			
Payments for Plant & Equipment	(53)	(100)	25
Proceeds from sale of Plant & Equipment	-	-	-
Net Cash (Used In) Investing Activities	(53)	(100)	25
Net Increase/(Decrease) in Cash and Cash Equivalents Held	(1,698)	(654)	(70)
Cash and Cash Equivalents at beginning of Year	6,211	4,513	3,859
Cash and Cash Equivalents at End of Financial Year	4,513	3,859	3,789

4.5 Estimated Balance Sheet 2021 – 2022

Statement of Financial Position Assets	\$000's	\$000's	\$000's
	Forecast 2021-2022	Forecast 2022-2023	Forecast 2023-2024
<u>Current</u>			
Cash & Cash Equivalents	4,513	3,859	3,789
Receivables	575	502	502
Pre Payments	60	54	54
Total Current Assets	5,148	4,415	4,345
<u>Non Current</u>			
Fixed Assets (Gross)	1,369	1,469	1,469
Less Accumulated Depreciation	(1,125)	(1,209)	(1,293)
Fixed Assets (Net)	244	260	176
Right of Use Leases	1,245	1,076	1,076
Less ROU Accumulated Depreciation	(412)	(320)	(428)
ROU Assets (Net)	833	756	648
Total Non Current Assets	1,077	1,016	824
Total Assets	6,225	5,431	5,169

Statement of Financial Position Liabilities	\$000's	\$000's	\$000's
	Forecast 2021-2022	Forecast 2022-2023	Forecast 2023-2024
<u>Current</u>			
Creditors & accruals	271	203	203
Provisions	735	750	770
ROU Lease Liability	121	102	102
Total Current liabilities	1,127	1,055	1,075
<u>Non current</u>			
Provisions	21	25	28
ROU Lease liability	743	662	560
Total Non Current Liabilities	764	687	588
Total Liabilities	1,891	1,742	1,663
Net Assets	4,334	3,689	3,506
<u>Equity</u>			
Business Improvement and Asset Maintenance Reserve	1,780	1,616	1,571
Project Funding Carried Forward	1,008	524	480
Employee Entitlements Reserve	756	775	798
Asset Depreciation Reserve	174	202	130
Board Contingency Reserve	487	487	487
Landholder Contract Reserve	129	85	40
Total equity	4,334	3,689	3,506

4.6 Planned Capital and Business Improvement Activities 2021-2022

Category	Funding Source	Cost (\$000's)	Description
Program support	Business improvement	80	Solar panels or battery storage
Program Support	Business Improvement	50	SharePoint Development
Program Support	Reserves	27	Computer Change over

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 carry out the organisation's programs efficiently and effectively. 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 SLAs were not in place for a new three-year State Government funded program to replace the one that concluded at the end 2019-2020 financial year prior to the Supply Bill funding. 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.

