



Wimmera CMA

# Corporate Plan

2022 - 2027





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Cover photographs:

Cercartetus concinnus Western Pygmy Possum captured during part of Wild  
to Wild Translocations  
Works on Waterways -Navarre  
Installation seats Ranch Billabong Dimboola

Back  
Webbed fence- Cox Wetland

#### Disclaimer

Statements and information in this document are current only as at July2022 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 our community recovers from the impact of the COVID pandemic we will be working closely with all our partners to ensure we have a strong and resilient regional community.

We look forward to working with our community and partners to deliver on our new Regional Catchment Strategy (RCS) that was completed in late 2021.

A review of the regional waterway management strategy will be finalised this year and Australia's longest running landholder survey will commence its sixth iteration.

As an organisation we look forward to delivering a number of high profile and important projects and working closely with Traditional Owners to deliver self-determination.



To read more of our achievements in 2021-2022 be sure to read our annual report.

The Minister's letter of expectations, which lists 9 priority policy areas reflect 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 in our Annual Report.

A blue ink signature of David Brennan, the Chief Executive Officer of Wimmera CMA.

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.

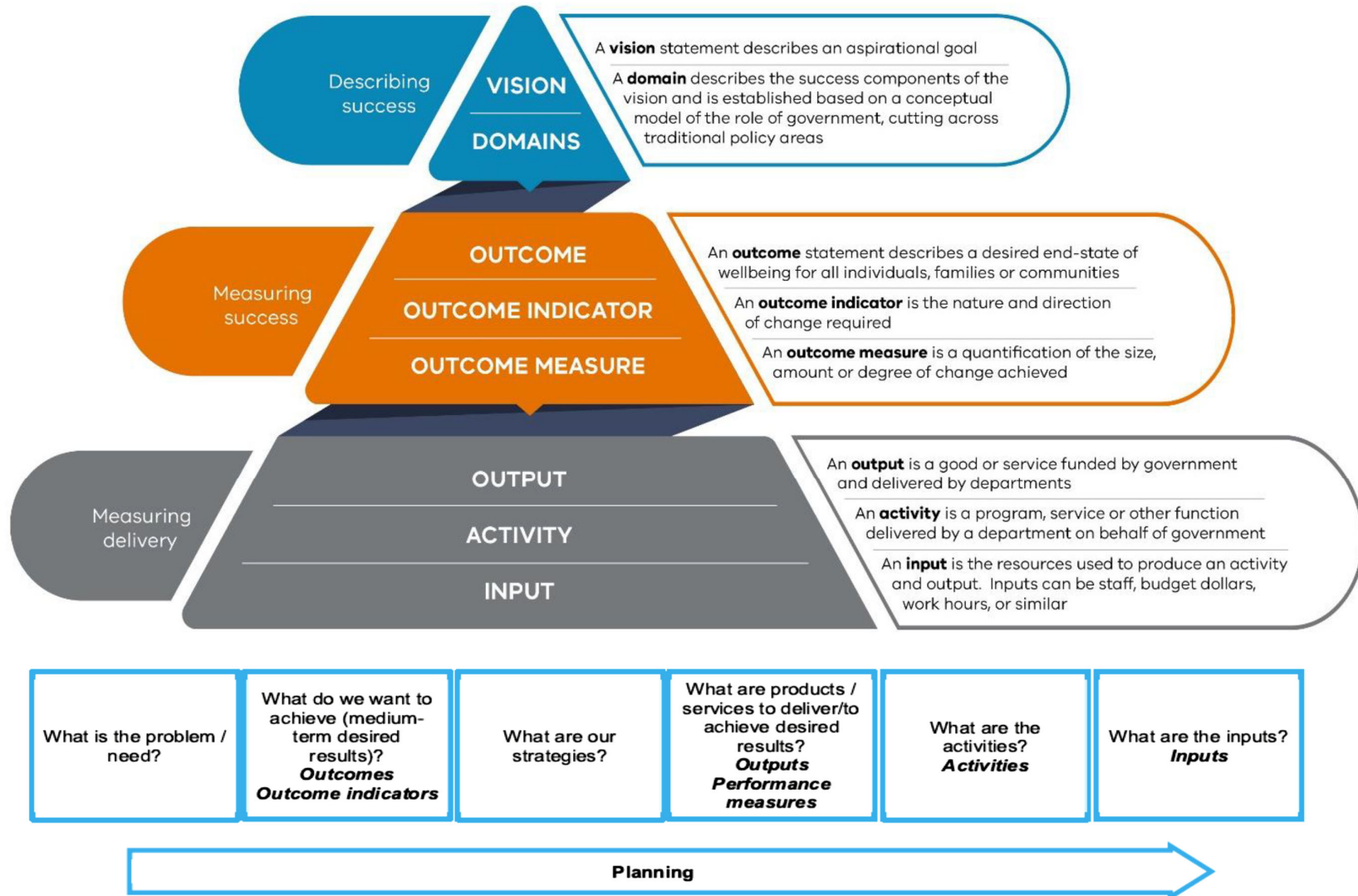
To deliver on our business objectives we will undertake the following actions:

- Collaboratively build 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 the 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's 5 year business objectives and outcomes. They are categorized under Strategic Domains and reflect "visions" set by Victorian and Australian Governments 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)
<b>Improved performance and demonstrating outcomes 1#</b>	<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>Demonstrate outcomes of government investment into waterways and catchment health</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 that lead to greater efficiency and productivity</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 membership contribution to strengthen collaboration and performance</p>	<p>Continue to develop the organisations ITC systems and capability including SharePoint in the cloud and Microsoft Teams calling</p> <p>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>Participate in the review of CMA State-wide Statutory Water Functions</p> <p>ISO9001 Quality Management System certification maintained</p> <p>On-ground works delivered on time and on budget in priority areas</p>	<p>4.5 – Partnership (agencies)</p> <p>4.6 – Plan</p> <p>4.8– Information Management System</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>Climate change 2#</b>  <i>Provide services that mitigate &amp; adapt to climate change and climate variability.</i>	<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</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 position</p> <p>Contribution to Victorian Agriculture and Climate Change Statement</p> <p>Participation in regional Drought Resilience Hubs</p> <p>Participation in Regional Drought preparation plan</p>	<p>4.6 – Plan</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>Waterway and catchment health 3#</b>  <i>Provide leadership in delivery of programs to improve the health of priority waterways and catchments.</i>	<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>Implementation of region waterway strategy</p> <p>Improve community's water literacy</p>	<p>Increase the number of hectares of private land under permanent or long-term management</p> <p>Increase the number of local students involved in environmental education activities</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>	<p>Agreements established with landholders</p> <p>Landholders actively managing land</p> <p>Environmental education activities including river detectives are delivered to schools through a variety of platforms</p> <p>Monitor biodiversity outcomes in priority areas such as landscape connectivity and improved land management</p> <p>Work with partners to manage threats to terrestrial and aquatic biodiversity, including weeds and pest animals.</p> <p>Work with Victorian Government to develop and implement the Regulations for Regulated Watercourse land to manage camping</p> <p>Delivery of the "ecological history of the Wimmera River" project</p> <p>Maintenance and modification to proof of concept erosion controls such as floating wetlands</p>	<p>1.5–Waterway structure (chute, large wood)</p> <p>2.2 – Weed control (woody, non-woody)</p> <p>2.3– Pest animal control (Inland aquatic, herbivore)</p> <p>4.2–Management agreement</p> <p>4.4–Engagement event Field Day, workshop, meeting, conference)</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>Water for agriculture 4#</b>  <i>Support a productive and profitable irrigation sector and vibrant &amp; resilient regional communities.</i>	Agricultural sector is adapting to climate change  Landholders building capacity to implement actions to maintain or enhance soil resilience	Land transect surveys indicate groundcover is maintained to better than 1995 levels in the northern Wimmera, and maintained to better than 2014 benchmark  Social drivers 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	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. soil moisture probes and weather stations  Delivery of social drivers landholder survey  Co supervision of Soils CRC PhD student  Participation in Horsham Smart Water Project Steering committee	4.2 –Management agreement  4.3–Assessment.  4.4–Engagement event (Field day, workshop, meeting, conference)  4.7–Publication  4.5–Partnership

<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>Community engagement and partnerships 5#</b>  <i>All aspects of service delivery will be customer and community centred.</i>	Strengthen community engagement in regional planning and implementation	Greater number of community groups participating in NRM projects over the 5-year period  Establish new and maintain existing working relationships  Community groups are involved in the review of the Regional Waterway strategy	Establish new partnerships targeted at increasing community participation  Implementation of catchment partnership agreements intention  Community capacity building activities undertaken  Nature connection programs delivered through a variety of platforms  Partner with Universities and researchers to deliver key projects.  Development of the Waterways of the Wimmera reference document  Great Platypus survey participation	4.4–Engagement event (Field Day, workshop, meeting, conference)  4.5–Partnership (community group)  4.6–Plan (strategy)  4.7–Publication (various)

<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>
<p><b>Recognise and support Aboriginal cultural values and economic inclusion in the water sector 6#</b></p> <p><i>Recognise and support Aboriginal cultural values &amp; economic inclusion in the water sector.</i></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>Increase 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>Maintain delivery of Seasonal Water Plan to maximise cultural benefits and community outcomes</p> <p>Cultural burning on private land is increased</p> <p>Number of relevant sections from "Whole of Country Plan" implemented</p>	<p>Fortnightly meeting with Barengi Gadjin Land Council (BGLC)</p> <p>BGLC involved in stakeholder roundtables</p> <p>Continued discussions (including workshops) with BGLC and Eastern Maar Aboriginal Council (EMAC) about links between Whole of Country Plans and RCS</p> <p>Ongoing support to BGLC water officer position</p> <p>Support Wimmera CMA-based Aboriginal Water Officer (AWO)</p> <p>and contribute to statewide AWO network and other forums</p> <p>WCMA being active member of Ranch Billabong working group activities</p> <p>Meetings with Eastern Maar to lay more foundations together for possible joint activities</p> <p>Support and facilitate the uptake of cultural burning on Bank Australia and Conservation Volunteers properties</p> <p>Support training and capacity building for cultural surveys</p> <p>Update environmental flows study for the lower Wimmera River</p> <p>Support for local Traditional Owners to continue Aboriginal Waterways Assessment involvement, planning and engagement with MLDRIN</p> <p>Actively participate in the Aboriginal Water Roadmap</p>	<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>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>Recognise Recreational values 7#</b>  <i>Support the wellbeing of communities by considering recreational values of waterways.</i>	<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>	<p>Minimise negative impacts at sites where recreational activities are contributing to erosion</p> <p>Deliver sustainable recreation improvements</p> <p>Carp control in targeted areas</p> <p>Riparian improvement activities</p> <p>Environmental water planning and delivery</p> <p>Delivery of community engagement and capacity building events</p> <p>Recreational Lakes projects</p> <p>Delivery of Wimmera fish management plan</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>2.2 – Weed control (woody, non-woody)</p> <p>2.3–Pest animal control (Inland aquatic, herbivore)</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>Resilient and liveable cities and towns 8#</b>  <i>Contribute to healthy communities and support resilient, liveable environments.</i>	<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>	<p>Wimmera CMA conducts and supports community events</p> <p>Support and advocacy of sustainable waterway activities</p> <p>Delivery of environmental flows and monitoring</p> <p>Agreements with landholders to manage and protect riparian vegetation and wetlands.</p> <p>Works on Waterways permit applications are assessed and permits conditioned.</p> <p>Erosion control structures built.</p> <p>Contracts and working relationships with land managers</p> <p>Response plan prepared for Carp Management including preparation for potential carp herpes virus release</p> <p>Complete agreed priority RFMS actions</p> <p>RFMS steering group meets regularly</p> <p>RFMS steering committee monitoring and evaluating</p> <p>Statutory planning processes implemented effectively; including providing flood advice, approvals and referral responses</p> <p>Engagement events and publications produced aimed at increasing awareness of flood risk</p> <p>Coordination of Wimmera Southern Mallee Integrated Water Management</p> <p>Participation in the development of the "lived experiences of the drought" project</p> <p>Participation in the HRCCC City to River internal working group</p> <p>Work with land developers and councils to achieve shared benefits on subdivisions close to waterways</p>	<p>1.5–Waterway structure (chute)</p> <p>1.9–Fence (install)</p> <p>2.1–Vegetation (native indigenous)</p> <p>2.2 – Weed control (woody, non-woody)</p> <p>2.3–Pest animal control (Inland aquatic, herbivore)</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>

<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>Leadership, diversity and culture 9#</b>  <i>Reflect the diverse needs of the community.</i>	Support gender equality (Water for Victoria)  Champion Aboriginal inclusion in the water sector (Water for Victoria) (Barring Djinang)  Promote the use of social procurement organisations	Increased percentage of females in leadership roles  On average 10% of CMA employees identify as Aboriginal  Reconciliation Action Plan (RAP) is updated and effectively implemented  Increase the use of disability service providers and implementation of social procurement strategy	Delivery of Diversity and Inclusion Plan  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 Chair IWM Forum	4.5– Partnership (mixed) 4.6–Plan (strategy, management) 4.7 Publication

### 3. Future Challenges and Opportunities

#### 3.1 Business Risks and Mitigating Controls

Wimmera CMA has a comprehensive Risk Management Framework which is managed by the Board Audit Risk & Finance committee and OH&S committee and 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 Continue to be a high performing CMA	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 Demonstrate value for money and deliver on investor outcomes	Explore options with other organisations for service delivery, secondments, etc Reduce costs where possible Apply for complimentary funding when opportunities arise
Community Perception	Ensure CMA is applying best management practices for service delivery Establish engagement objectives, communication and education plans Strengthen existing relationships with media organisations and stakeholders Comply with all statutory regulations	Maintain good will and reputation Ensure community support for integrated catchment management Demonstration of good governance.
Ineffective in achieving outcomes	Succession planning Quality Assurance accreditation Ability to tap into external sources Evaluation and monitoring plans Engagement objectives Funding agreements	Demonstration of effective and adaptive project management Demonstration of problem solving and innovation
COVID Pandemic	Implement working from home procedures and cleaning protocols COVIDSafe Plan Pandemic response plan Infection control training Mental health and wellbeing processes Staff welfare checks Contingency planning for procurement	Organisationally, safe and healthy workplace Delivery of investor outcomes



Working with volunteers and Public	<p>Increase training and capacity building</p> <p>Leadership Wimmera participation</p> <p>Coaching and mentoring</p> <p>Influencing program design and policy with Landcare programs</p> <p>Influencing group leadership and strategic planning</p> <p>Implementation of COVID safe plan</p>	Safe and effective community engagement and service delivery
Tendering and contracting	<p>Sound internal controls</p> <p>Effective procurement policy and application</p> <p>Review Policies and procedures including purchasing and, tendering and outsourcing policy</p> <p>Contract panel</p> <p>Compliance under the Financial Management Act</p> <p>Forward planning to ensure supplier deliveries</p>	Delivery of outcomes that are efficient, effective and demonstration value for money
Partners and Clients	<p>Ensure governance and service delivery meet Wimmera objectives</p> <p>Provide governance and project support</p> <p>Close working relationships for high risk projects/ activities</p> <p>Strengthen communication with Partners and clients</p> <p>Memorandum of Understanding established with major partners</p> <p>Maintain relationships with partners and contribute to design of projects</p> <p>Implementation of COVID safe plan</p>	<p>Strength of partners &amp; clients is an integral part of WCMA business model.</p> <p>Support regional partners in planning and achieving environmental outcomes</p>

### 3.2 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
- Remain an Australian government recognised service provider
- Stakeholders and partners have the capacity and capabilities to deliver services

### 3.3 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, Internet of Things (IoT).
- 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 and the remainder of NLP2
- Champion Integrated Water Management to deliver greater community outcomes
- Carbon mitigation and adaption for agriculture

### 3.4 Challenges:

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

- Coronavirus restrictions and impediments including supply chains
- 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 implementation
- Low water storages, less environmental water entitlement allocation
- Channel decommissioning finalisation - unresolved drainage issues

## 4. Estimates of Revenue & Expenditure

### 4.1 Income Assumptions

Income assumptions (Investor Programs) for the forthcoming year 2022 - 2023

Investor Program	Source of Funding	Program	Amount (000's)
S1	DELWP	Victorian Water Program Investment Framework	3,442
S2	DELWP	Wimmera Mallee Water Resource Plan	152
S3	DELWP	Vic Catchments Program	50
<b>Subtotal</b>			<b>3,644</b>
C1	Department of Environment and Energy	National Landcare Program 2 (NRM)	752
C2	Department of Environment and Energy	National Landcare Program 2 (Agriculture)	446
<b>Subtotal</b>			<b>1,198</b>
<b>Total</b>			<b>4,842</b>

### 4.2 Program Budgets for the 2022-2023 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,	1,582	1,513	752	-	2,265	3,188	(923)	659
Statutory and Strategy Program	S1	699	1,929	-		1,929	1,719	210	909
Community Delivery Program	S2,C1, C2	1,439	152	446	21	619	1,529	(910)	529
Corporate, Governance, Overheads & Reserves	S3	4,690	50	-	357	407	1,388	(981)	3,709
		<b>8,410</b>	<b>3,644</b>	<b>1,198</b>	<b>378</b>	<b>5,220</b>	<b>7,824</b>	<b>(2,604)</b>	<b>5,806</b>



### 4.3 Estimated Operating Statement 2022 2023

Estimated Operating Statement	\$000's	\$000's	\$000's
	Forecast 2022-2023	Forecast 2023-2024	Forecast 2024-2025
<b>Revenue</b>			
<b>Local</b>			
Interest	20	20	17
Other	357	357	357
<b>Grants</b>			
State	3,644	4,673	4,675
Australian Government	1,199	1,199	1,199
Other			
<b>Total Revenue</b>	<b>5,220</b>	<b>6,249</b>	<b>6,248</b>
<b>Expenditure</b>			
Corporate and Project Support Operations	1,167	991	938
Depreciation Assets	61	70	72
Depreciation Right of Use Leases	111	106	106
Provisions	49	49	49
<b>Operational Programs</b>			
Operational Delivery	3,188	2,807	2,545
Community Delivery	1,529	1,706	1,709
Strategic & Statutory	1,719	1,526	1,385
<b>Total Expenditure</b>	<b>7,824</b>	<b>7,255</b>	<b>6,804</b>
<b>Operating Surplus/(deficit)</b>	<b>(2,604)</b>	<b>(1,006)</b>	<b>(556)</b>

#### 4.4 Estimated Statement of Cashflows 2022 2023

<b>Estimated Statement of Cashflow</b>	<b>\$000's</b>	<b>\$000's</b>	<b>\$000's</b>
	<b>Forecast 2022-2023</b>	<b>Forecast 2023-2024</b>	<b>Forecast 2024-2025</b>
Government Contributions	4,843	5,872	5,874
Interest Received	20	20	17
Other Revenue	307	305	302
Net GST(paid)/Received	511	453	408
Payments to Employees & Suppliers	(8,113)	(7,483)	(6,985)
<b>Net Cash Provided by/(Used in) Operating Activities</b>	<b>(2,432)</b>	<b>(833)</b>	<b>(384)</b>
<b>Cash Flows from Investing Activities</b>			
Payments for Plant & Equipment	(86)	(90)	(94)
Proceeds from sale of Plant & Equipment	50	52	55
<b>Net Cash (Used In) Investing Activities</b>	<b>(36)</b>	<b>(38)</b>	<b>(39)</b>
<b>Cash Flows from Financing Activities</b>			
Repayment of borrowings and principal portion of lease liabilities	(126)	(111)	(116)
<b>Net Cash (Used in) Financing Activities</b>	<b>(126)</b>	<b>(111)</b>	<b>(116)</b>
Net Increase/(Decrease) in Cash and Cash Equivalents Held	(2,594)	(982)	(539)
Cash and Cash Equivalents at beginning of Year	8,410	5,816	4,834
<b>Cash and Cash Equivalents at End of Financial Year</b>	<b>5,816</b>	<b>4,834</b>	<b>4,295</b>

## 4.5 Estimated Balance Sheet 2022 – 2023

Statement of Financial Position Assets	\$000's	\$000's	\$000's
	Forecast 2022-2023	Forecast 2023-2024	Forecast 2024-2025
<b>Current</b>			
Cash & Cash Equivalents	5,816	4,834	4,295
Receiveables	618	614	628
Pre Payments	60	55	58
<b>Total Current Assets</b>	<b>6,494</b>	<b>5,503</b>	<b>4,981</b>
<b>Non Current</b>			
Fixed Assets (Gross)	1,401	1,501	1,552
Less Accumulated Depreciation	(1,143)	(1,233)	(1,323)
Fixed Assets (Net)	258	268	229
Right of Use Leases	1,189	1,113	1,070
Less ROU Accumulated Depreciation	(466)	(582)	(688)
ROU Assets (Net)	723	531	382
<b>Total Non Current Assets</b>	<b>981</b>	<b>799</b>	<b>611</b>
<b>Total Assets</b>	<b>7,475</b>	<b>6,302</b>	<b>5,592</b>

Statement of Financial Position Liabilities	\$000's	\$000's	\$000's
	Forecast 2022-2023	Forecast 2023-2024	Forecast 2024-2025
<b>Current</b>			
Creditors & accruals	168	170	160
Provisions	751	773	776
ROU Lease Liability			
<b>Total Current liabilities</b>	<b>919</b>	<b>943</b>	<b>936</b>
<b>Non current</b>			
Provisions	26	28	30
ROU Lease liability	724	531	382
<b>Total Non Current Liabilities</b>	<b>750</b>	<b>559</b>	<b>412</b>
<b>Total Liabilities</b>	<b>1,669</b>	<b>1,502</b>	<b>1,348</b>
<b>Net Assets</b>	<b>5,806</b>	<b>4,800</b>	<b>4,244</b>
<b>Equity</b>			
Business Improvement and Asset Maintenance Reserve	2,480	2,208	1,953
Project Funding Carried Forward	1,858	1,040	655
Employee Entitlements Reserve	706	755	804
Asset Depreciation Reserve	78	113	148
Board Contingency Reserve	443	443	443
Landholder Contract Reserve	241	241	241
<b>Total equity</b>	<b>5,806</b>	<b>4,800</b>	<b>4,244</b>

## 4.6 Planned Capital and Business Improvement Activities 2022-2023

Category	Funding Source	Cost (\$000's)	Description
Program support	Business improvement	80	Increased solar panels
Program Support	Business Improvement	38	SharePoint development
Program Support	Reserves	9	Computer change over
Program Support	Business Improvement	15	Firewall upgrade
Program Support	Reserves	100	Motor vehicle

## 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.

### 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. We have received 2022/2023 Corporate and Landcare as per the signed SLA in the 2021/2022 financial year. There may be possible additional funds which may flow to the Authority during the period. At the stage of preparation of the Corporate Plan State Government SLAs are in place for a further two years until the end of 2024. The Australian Government work orders for the five-year cycle of funding concludes at the end of 2023. The financial statements are based on receiving State funding equal to the funding amount from the prior 2023-24 year for 2024-2025. The Australian Government funding is based on receiving equal the amount of the prior year for both the 2023-2024 and 2024-2025 years.

### 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.

## Funding Estimates and



