



Wimmera CMA



Corporate Plan

2023 - 2028

Wimmera Catchment Management Authority

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First published – July 2023

Cover photographs:

Clockwise from the top:

River Detectives Program

Electro fishing surveying with ARI Contractors at the Ranch Billabong

Wimmera CMA Translocation Project-Mitchells Hopping Mouse

Wimmera CMA Soil Monitoring Project

Back

Crop Growth -Mt Talbot.

Disclaimer

Statements and information in this document are current only as at July 2023 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 not to 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 strategies and objectives for the next five years to realise our organisation's 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.

Through activities and actions, we will continue to support self-determination and our working relationship with First Nations Australians will continue to deliver increased capacity and help realise aspirations on managing Victoria's natural resources.

As a Victorian government statutory authority, we look forward to delivering and exceeding the Minister's letter of expectations nine priority areas for business development.

We will continue to assist with recovery from the October 2022 flood to enable our community and environment to bounce back. It is also anticipated that we will experience an increased demand for flood referral services including planning scheme amendments, flood investigations and pre application meetings. We also anticipate during the next five years there will be a number of natural disasters/ events.

As the agricultural industry participates in the low carbon economy, we will further embrace and develop artificial intelligence and machine learning methodologies in partnership with Federation University to measure carbon sequestration for dryland cropping. To complement this approach, we will continue to undertake engagement activities promoting sustainable agriculture including podcasts, workshops, trials and field days.

Results from Australia's longest running natural resource management landholder survey will become available, capturing drivers and challenges for rural communities.

We will participate in the review of the Victorian Waterway Management Strategy and prepare for the renewal of the Wimmera Waterway Strategy. We will continue to deliver a range of water-related projects that increase liveability, including recreational, environmental, cultural and socio-economic outcomes.

With the predictions of an increased likelihood of El Nino developing later in 2023 it is pleasing that the commencement of piped water for drought refuges in the lower Wimmera River will occur. This important project is 50% funded by the Victorian Environmental Water Holder.

Following on from our successful rewilding project where Mitchell's Hopping Mouse were reintroduced into the landscape we are aiming to further expand this project and include the Fat-tailed Dunnart.

Preparatory work for the translocation of River blackfish back into lower McKenzie River and Burnt Creek will conclude and subject to final assessment there will be reintroduction of River blackfish into locations that were heavily impacted by the Millennium Drought.

As part of our accredited ISO9001 quality management system each year we complete a major review of our business activities and make changes to reflect the external and internal operating environments.

For further information on our previous achievements and learnings please read our project reports, our annual report and the collective CMA Actions and Achievements report.



David Brennan
Chief Executive Officer

Table of Contents

FORWARD	4
CEO's Statement	4
Table of Contents	5
1. Business Direction	6
1.1 Purpose (Mission)	6
1.2 Vision	6
1.3 Agency Objectives (Outcomes)	6
2. Planning and Managing Performance	7
2.1 Context	8
2.2 Outcome framework program logic & Indicators	
3. Future Challenges & Opportunities	17
3.1 Business Risks and Mitigating Controls	17
3.2 Underpinning Assumptions for the Next Five Years	18
3.3 Opportunities	18
3.4 Challenges	18
4. Estimates of Revenue and Expenditure	19
4.1 Income Assumptions	19
4.2 Program Budget for the 2023-2024 year	19
4.3 Estimated Operating Statement	20
4.4 Estimated Cash flow Statement	21
4.5 Estimated Balance Sheet	22
4.6 Planned Capital & Business Improvement Activities	23
4.7 Notes	23

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.

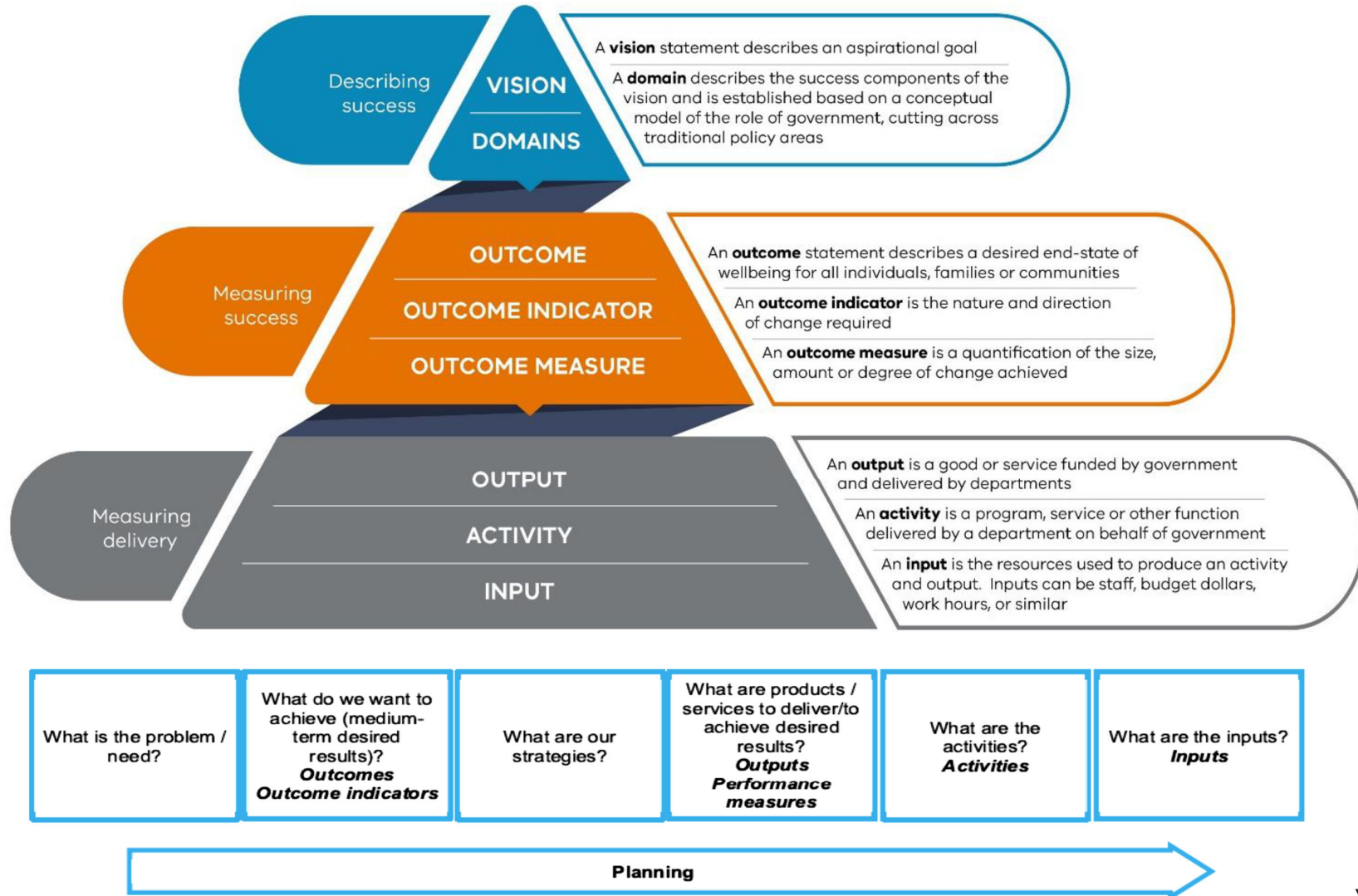
To deliver on our business objectives we will undertake the following actions:

- 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 and identify gaps.
- Implement the Regional Catchment Strategy (RCS) and supporting strategic documents.
- Work with the community to maintain and improve the condition of our natural environment.
- 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

Planned Programs Services and Infrastructure Delivery (outputs)

Below is a list of Wimmera CMA's 5-year proposed business objectives and outcomes. They are categorised 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.

Outcomes and activities have been developed based on an "all things being equal" basis and a high level of assumption.

Improved Performance and Demonstrating Outcomes Commit to delivering Integrated Catchment Management, including leading the Implementation and Monitoring of Catchment Partnerships.			
OUTCOME INDICATOR	OUTCOME MEASURE	ACTIVITY	DEECA Output Data Standard
PE1. Improved performance and demonstrated results against outcomes.	Collaborate with DEECA to improve reporting systems and processes.	Participation in regional catchment strategy managers group to improve catchment condition reporting. Participation in other Department of Energy, Environment and Climate Action (DEECA) working groups as required.	4.5 – Partnership (agencies)
	Demonstrate outcomes of government investment into waterways and catchment health.	Submission of Budget Paper 3 (BP3) six-monthly and annual reports.	4.3–Assessment 4.7–Publication
	Deliver efficiency through shared services, smarter procurement, and lower-cost technology.	Participate in the review of Catchment Management Authority (CMA) Statewide Statutory Water Functions. Participate in CEOs and Vic Catchment forum to explore efficiencies. Implement CMA collective Base and Efficiency Review findings. Continue to develop the organisations Information, Technology Communications (ITC) systems and capability including SharePoint in the cloud.	4.5 – Partnership (agencies) 4.3–Assessment 4.7–Publication
	Commit to working collectively via Vic Catchments membership to strengthen collaboration and performance in the catchment management sector in Victoria.	Continue to participate and contribute to Vic Catchments. Including hosting and supervision of executive officer position.	4.6 – Plan 4.5 – Partnership (agencies)
	Wimmera CMA is a high performing organisation.	Implementation of new and emerging processes/ systems for greater engagement, efficiency, monitoring and productivity. Policies and procedures reviewed every three years.	4.8– Information Management System 4.6 – Plan
	Wimmera CMA is a well governed and managed organisation.	Clean (positive) internal and external audit results.	4.3–Assessment
	ISO9001 Quality Management System certification maintained.	3-year re-accreditation approved.	4.3–Assessment

LOE 2: CLIMATE CHANGE			
<i>Explore Opportunities and/or Deliver Carbon Sequestration Initiatives and Adapt to Climate Change and Climate Variability.</i>			
OUTCOME INDICATOR	OUTCOME MEASURE	ACTIVITY	DEECA Output Data Standards
E1. Carbon sequestration Active investigation into opportunities to sequester carbon and generate carbon offset credits in Victoria.	Qualitative information and/or case studies on initiatives to build water sector understanding of, and/or deliver, efficient carbon sequestration projects in Victoria - particularly through initiatives which deliver economic, environmental, and/or social co benefits.	Contribution to CMA-funded climate officer position and workplan with a key requirement being to investigate carbon sequestration opportunities.	4.5 – Partnership (agencies)
		Participate in road map to net zero emissions Grampians agriculture project.	4.5 – Partnership (agencies)

LOE 2: CLIMATE CHANGE			
<i>Explore Opportunities and/or Deliver Carbon Sequestration Initiatives and Adapt to Climate Change And Climate Variability.</i>			
OUTCOME INDICATOR	OUTCOME MEASURE	ACTIVITY	DEECA Output Data Standards
E2. Adaptation to climate change and variability Demonstration of reasonable progress in integrating climate change adaptation into planning and decision- making across the business.	Qualitative information and/or case studies on initiatives to achieve actions or measures outlined in CMA climate change, climate adaptation, and/or catchment strategies.	Continue to implement all strategic documents that have reference to climate change adaption: Regional Catchment Strategy (RCS), Regional Waterway Strategy, (RWS), Carbon Ready Plan (CRP).	4.6 – Plan
		Implement Sustainability Victoria recommendations.	4.5 – Partnership
		Participation in regional Drought Research Hubs.	4.5 – Partnership (agencies)
		Continues to participate in the Regional Climate Change Adaptation Group for the Grampians Region Climate Change Adaptation Strategy.	4.5 – Partnership (agencies)
		Support Climate Change Coordinator projects where applicable.	4.5 – Partnership (agencies)

LOE 3: WATERWAY AND CATCHMENT HEALTH

Provide Leadership in Delivery of Programs to Improve the Health of Priority Waterways and Catchments

OUTCOME INDICATOR	OUTCOME MEASURE	ACTIVITY	DEECA Output Data Standards
CH2 – Improved catchment and waterway health and resilience	CH2.1 – Coordinate the implementation and reporting of your Regional Catchment Strategy and Regional Waterway Strategy.	Continue to implement Monitoring, Evaluation, Reporting and Improvement (MERI) plans for RCS and Wimmera Waterway Strategy.	4.6 - Plan 4.3 - Assessment
	CH2.2 – Deliver waterway and integrated catchment management in line with Water for Victoria, Our Catchments, Our Communities-Building on the legacy for better stewardship, and Victorian Waterway Management Strategy.	Improved stewardship in priority areas as per strategic documents and funding agreements.	1.5–Waterway structure (chute, large wood) 4.2–Management agreement
		Increase the number of hectares of private land under permanent or long-term management.	4.2–Management agreement
		Monitor and assess for new pest plant and animals established.	2.3– Pest animal control (Inland aquatic, herbivore)
		Improved connectivity of biodiversity in the landscape.	4.4–Engagement event Field Day, workshop, meeting, conference 4.2–Management agreement
	CH2.3 – Report on Catchment Partnership Agreements for your region in accordance with the Framework for Catchment Partnership Agreements.	Wimmera CMA Partnership has lapsed with no compelling need to re-establish as relationships are robust and strong. Participation in Regional Partnership, Integrated Water Management (IWM) forum, Natural Resource Management (NRM) interagency forum suffice.	4.5 - Partnership

LOE 4: WATER FOR AGRICULTURE

Support a Productive and Profitable Irrigation Sector and Vibrant and Resilient Regional Communities

OUTCOME INDICATOR	OUTCOME MEASURE	ACTIVITY	(DEECA Output Data Standards)
WA1 – A productive and profitable irrigation sector and vibrant and resilient regional communities that adapt	WA1.1 – Promoting sustainable irrigation management practices to support the growth and viability of regional communities.	Continue to participate in the GWM Water groundwater reference group. Work in partnership with GWM Water to implement the Irrigation Development Guidelines - Wimmera.	4.5 - Partnership 4.1 Approvals and advice
	WA1.2 – Planning and coordinating activities to manage salinity, waterlogging and water quality in agricultural areas.	Participate in the steering committee and IWM working group for the Horsham SmartWater project.	4.5–Partnership
	WA1.3 – Providing flexibility for agriculture to continue to adapt to change and help the sector do more with less water.	In partnership with Ag Vic undertake further analysis on Sustainable Cropping Rotations in Mediterranean Environments (SCRIME) to understand carbon and nitrogen trends under different rain deciles.	4.7–Publication 4.3 - Assessment
		Maintain and expand soil moisture probe and weather station network (72 devices)	4.5–Partnership 4.8– Information Management System
		Land transect surveys indicate groundcover is maintained to better than 1995 levels in the northern Wimmera, and maintained to better than 2014 benchmark	4.7–Publication 4.3 - Assessment

LOE 5: COMMUNITY ENGAGEMENT AND PARTNERSHIPS

Ensure that all Aspects of Service Delivery will be Customer and Community-Centred

OUTCOME INDICATOR	OUTCOME MEASURE	ACTIVITY	DEECA Output Data Standards
CE1 – A strong community engagement focus that is a cornerstone of all CMAs' functions	CE1.1 – Continue to build extensive, effective and consistent approaches to community engagement and partnerships in regional planning and implementation.	Participate in emergency management forums and incidents.	4.5–Partnership
		Participate in Regional Partnership and advocate for CMA and IWM outcomes.	4.5–Partnership
		Deliver interagency NRM forum.	4.5–Partnership
		Develop and implement a regional Water literacy program in consultation with GWM Water and BGLC.	4.7–Publication
		Support Landcare and community groups in capacity building activities or events.	4.5–Partnership
		Maintain or increase the number of community groups participating in NRM projects over the 5-year period.	4.5–Partnership
	CE1.2 – Work collaboratively with organisations and communities to strengthen engagement approaches and capacity.	Deliver impactful and tailored events and activities such as: Wimmera Biodiversity Seminar, Best of the West Landcare facilitator training forum, Harmony Day and Landcare Celebration, Wild Wimmera Kids presentations with Chris Humfrey, school Plantouts.	4.4–Engagement event Field Day, workshop, meeting, conference
		Engage angling groups that deliver shared benefits including recreational, social, economic, cultural and environmental outcomes.	4.5–Partnership
		Collaborate with Landcare to deliver sustainable ag and environmental outcomes.	4.5–Partnership
		Environmental education activities including river detectives are delivered to schools through a variety of platforms.	4.4–Engagement event Field Day, workshop, meeting, conference)
		Partner with Melbourne and Monash universities and researchers to deliver key projects.	4.5–Partnership
		Host Yarriambiack area Landcare facilitator, and Trust for Nature.	4.5–Partnership

LOE 6: RECOGNISE AND SUPPORT ABORIGINAL CULTURAL AND SPIRITUAL VALUES AND ECONOMIC INCLUSION IN THE WATER SECTOR

Promote self-determination of Traditional Owners, including by supporting the Treaty process as required. Support the implementation of Water is Life: Traditional Owner Access to Water Roadmap by building genuine partnerships with Traditional Owners in waterway and environmental water management and decision-making and promote access to waterways and water for cultural, spiritual and economic purposes.

OUTCOME INDICATOR	OUTCOME MEASURE	ACTIVITY	(DEECA Output Data Standards)
AC1 – Demonstrate effective and genuine partnerships with Traditional Owners	AC1.1 – Number of effective engagements and partnerships with Traditional Owners in water planning and management that have led to increased input into planning and management decisions.	Maintain robust working relationships with Berengi Gadjin Land Council (BGLC), Eastern Marr Aboriginal Corporation (EMAC), Goolum Goolum Aboriginal Co-operative	4.5–Partnership
		Continue to meet fortnightly with BGLC.	4.5–Partnership
		Continue to use ranger crews for on ground works where appropriate.	4.5–Partnership
		Purchase of trees from Dalki Garringa (BGLC owned nursery) where appropriate.	4.5–Partnership
		Support the BGLC-led Environmental Water Reserve (EWR) watering proposal trial for the Ranch/Billabong as part of Water is Life.	4.5–Partnership
		Promote involvement in the development and design of watering plans and engagement activities.	4.5–Partnership
		Support Traditional Owners with National Landcare Program 3 (NLP3) project delivery and implementation.	4.5–Partnership
		Build long-term capacity in NRM sector through employment and capacity building opportunities with Wimmera CMA.	4.5–Partnership

LOE 7: RECOGNISE RECREATIONAL VALUES

-Support the Wellbeing of Communities by Considering Recreational Values In Waterway Planning and Management. Where Appropriate, Support Planning for the Delivery of the Victoria 2026 Commonwealth Games.

OUTCOME INDICATOR	OUTCOME MEASURE	ACTIVITY	DEECA Output Data Standards
RV1 – Water services that explicitly consider recreational values, within existing frameworks.	RV1 - Evidence that recreational values were considered in waterway health and environmental water planning and management.	Continue to support the socio-economic assessment of environmental and recreational water in the Wimmera to deliver shared benefits.	4.3 - Assessment
		Undertake further investigation into blue-green algae mitigation for Lake Wallace.	4.5–Partnership
		Influence land development along waterbodies to incorporate walking tracks.	4.5–Partnership
		Deliver seasonal watering plans that maximise recreational outcomes via activities such as fishing competitions, rowing regattas, water skiing events, community outcomes over summer.	4.6 - Plan
		Contribute towards the enhancement/ redevelopment of Nhill Lake.	4.5–Partnership
RV2 – Engagement with the community to identify and prioritise opportunities to deliver recreational objectives relating to the management of water and waterways.	RV2 – Evidence of engagement processes with community or stakeholders that identified and considered recreational values of waterways.	Deliver annual EWR community forum with recreational user groups to discuss watering requirements balanced against watering needs and objectives.	4.4 - Engagement event
		Our Catchments, Our Communities (OCOC)- Riverside walking track loop. Working closely with councils, user groups and adjoining landholders design and deliver improved recreational outcomes.	4.5–Partnership
		Contribute to the development of the Green Lake Master Plan.	4.6 - Plan
		Partner with Yarriambiack Shire Council to reduce sediment loads in the Warracknabeal Weir Pool.	4.5–Partnership
		Partnering with fishing competition committees including Horsham, Jeparit, Dimboola, Grampians Lakes. Assist Stawell Angling club, Horsham Angling club to deliver mutually beneficial projects.	4.5–Partnership
RV3 – Accessible and user friendly information for recreational users about waterway conditions to help community members plan their recreational activities.	RV3 – Evidence of improvements to information sources (e.g., online).	Continually improve our online content for river flow information.	4.7 - Publication
		Continue to deliver quarterly media information regarding the water for the environment program.	4.7 - Publication
		Deliver SMS environmental water release information and flood alerts when required.	4.7 - Publication

RV4 – Collaboration with other organisations and government agencies to explore and progress opportunities to support recreational values	RV4 – Evidence of collaboration with other organisations or agencies to support recreational values, such as sharing of information on recreational value planning or management with other organisations, memberships of relevant working groups, partnerships with other organisations or agencies in site-based or regional projects, and/or amounts of co-investment with other organisations.	Partner with Horsham Rural City Council to consider river frontage purchase adjoining the newly installed Hamilton Road pedestrian bridge to complete walking track along entire west section of river in Horsham.	4.5–Partnership
		Partnering with local government on projects. For example: West Wimmera Council - Lake Wallace management plan actions. Horsham Council - City to river project. Yarriambiack Council - Winton swamp concept. Northern Grampians Shire - Pipeline extension concept. Hindmarsh Shire - Wimmera River walking trail.	4.5–Partnership
		Participate in: GWM Water - recreational lakes committee. Wimmera Southern Mallee Development Association-recreational Lake improvements.	4.5–Partnership

LOE 8: RESILIENT AND LIVEABLE CITIES AND TOWNS

Contribute to Healthy Communities and Support Resilient, Liveable Environments.

OUTCOME INDICATOR	OUTCOME MEASURE	ACTIVITY	DEECA Output Data Standards
LC1 – Healthy communities and resilient, liveable environments	LC1.1 – Actively collaborating with water corporations and local government, including participation in Integrated Water Management Forums, to help facilitate integrated water management, with a focus on enhancing public open spaces (such as waterway corridors)	Wimmera CMA CEO chairs the Wimmera IWM forum, and actively supports DEECA staff and partners in delivering IWM objectives.	4.5–Partnership
		Influence developers to deliver IWM outcomes as part of subdivision and design planning.	4.4–Engagement event (Field Day, workshop, meeting, conference)
	LC1.2 – Participating in the development and implementation of integrated water management plans, particularly through prioritising measures to enhance urban waterway values.	Implement actions as identified in the Wimmera IWM Strategic Direction Statement.	4.5–Partnership

LOE 9: LEADERSHIP, DIVERSITY AND CULTURE

Reflect the diverse needs of the Community.

OUTCOME INDICATOR	MEASURE	ACTIVITY	DEECA Output Data Standards
G1 – Diversity and inclusion	G1.6 – Developing strategies and goals that will increase cultural diversity in the workforce and gender equity in executive leadership and throughout the organisation.	Continue to maintain a diverse workplace as per Diversity and Inclusion Plan. This includes maintaining or increasing: the percentage of women in executive roles, percentage of First Nation people and percentage of youth. For further information see annual report.	4.7 - Publication
	G1.7 – Encouraging staff participation in the Victorian Public Sector Commission “People Matter Survey” or equivalent survey.	Wimmera CMA has historically participated annually in the “People Matter Survey.” This will continue with the objective of reaching a participation rate of over 80%. Each year results are analysed and improvements made if necessary.	4.7 - Publication

3. Future Challenges and Opportunities

3.1 Business Risks and Mitigating Controls

Wimmera CMA has a comprehensive Risk Management process overseen by our Board, Audit Risk & Finance committee, OH&S committee and underpinned by Quality Management System ISO9001:2015. High risks from the Risk Register and Risk Management Framework assess the possible impact on the organisation.

Major risks rated as high	Treatments of risk	Strategies for 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 practice service delivery. Ensure engagement objectives, communication and education are clear. Maintain relationships with media organisations and key stakeholders.	Maintain goodwill and reputation. Ensure community support for integrated catchment management. Demonstration of good governance.
Ineffective in achieving outcomes.	Anticipate planning approval delays. Consider supply chain constraints including labour.	Demonstration of effective and adaptive project management including problem solving and innovation.
Working with volunteers and Public	Increase training and capacity building. Provide coaching and mentoring. Influencing group leadership and strategic planning.	Safe and effective community engagement and service delivery.
Tendering and contracting	Effective procurement policy and due diligence. Review Policies and procedures including purchasing and, tendering and outsourcing policy. Contract panel Compliance under the Financial Management Act. Forward planning to ensure supplier deliveries.	Delivery of outcomes that are efficient, effective and demonstration value for money.
Partners and Clients	Close working relationships for high risk projects/ activities Strengthen communication with Partners and clients	Support regional partners in delivering outcomes.

3.2 Underpinning Assumptions for the next five years:

- Government policies or revenue do not significantly change.
- There will be extreme weather events i.e., flooding, fire, natural disasters.
- Organisation is managed as an ongoing concern.
- Funding from investors including EC6 and NLP3.
- 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 CMAs and organisations to improve business outcomes.
- Deliver EC5&6 and NLP3.
- Champion Integrated Water Management to deliver greater community outcomes.
- Climate change mitigation and adaption.

3.4 Challenges:

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

- Supply chains and labour market.
- Funding uncertainty.
- 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.
- Weed and carp management as a result of 2022 floods.

4. Estimates of Revenue & Expenditure

4.1 Investor Income assumptions 2023-2024

Investor Program	Source of Funding	Program	Amount (000's)
S1	DEECA	Waterway Health	2,040
S2	DEECA	Environmental Water	620
S3	DEECA	Our Catchments Our Communities	576
S4	DEECA	Corporate and Statutory	460
S5	DEECA	Landcare	223
S6	DEECA	Wimmera Mallee Water Resource Plan	155
Subtotal			4,074
C1	Department of Environment and Energy	National Landcare Program 2 (NRM)	866
C2	Department of Environment and Energy	National Landcare Program 2 (Agriculture)	305
Subtotal			1,171
Total			5,245

4.2 Programs Budget for the year

Based on estimated carry forwards and income assumptions. We anticipate an approximate budget expenditure of \$8.2 million.

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, S3, C1,	1,651	1,999	463	-	2,462	3,387	(925)	726
Statutory and Strategy Program	S1, S2	917	1,237	-		1,237	1,725	(488)	429
Community Delivery Program	S5, S6, C2	1,685	378	708	22	1,108	1,709	(601)	1,084
Corporate, Governance, Overheads & Reserves	S4, S7	4,836	460	-	541	1,001	1,398	(397)	4,439
		9,089	4,074	1,171	563	5,808	8,219	(2,411)	6,678

4.3 Estimated Operating Statement

Estimated Operating Statement	\$000's	\$000's	\$000's
	Forecast 2023-2024	Forecast 2024-2025	Forecast 2025-2026
Revenue			
Local			
Interest	200	190	180
Vic Catchment Contributions	297	297	297
Other	66	66	66
Grants			
State	4,074	4,846	4,846
Australian Government	1,171	1,171	1,171
Other			
Total Revenue	5,808	6,570	6,560
Expenditure			
Corporate and Project Support Operations	1,161	1,173	1,184
Depreciation Assets	78	91	95
Depreciation Right of Use Leases	108	113	118
Provisions	51	54	55
Operational Programs			
Operational Delivery	3,387	2,968	2,584
Community Delivery	1,709	1,868	1,164
Strategic & Statutory	1,725	1,537	1,300
Total Expenditure	8,219	7,804	6,500
Operating Surplus/(deficit)	(2,411)	(1,234)	60

4.1 Estimated Statement of Cashflows 2022 2023

Estimated Statement of Cashflow	\$000's	\$000's	\$000's
	Forecast 2023-2024	Forecast 2024-2025	Forecast 2025-2026
Government Contributions	5,245	6,017	6,017
Interest Received	200	190	180
Other Revenue	333	333	333
Net GST(paid)/Received	542	499	368
Payments to Employees & Suppliers	(8,373)	(8,079)	(6,612)
Net Cash Provided by/(Used in) Operating Activities	(2,053)	(1,040)	286
Cash Flows from Investing Activities			
Payments for Plant & Equipment	(220)	(65)	(94)
Proceeds from sale of Plant & Equipment	30	30	30
Net Cash (Used In) Investing Activities	(190)	(35)	(64)
Cash Flows from Financing Activities			
Repayment of borrowings and principal portion of lease liabilities	(111)	(116)	(122)
Net Cash (Used in) Financing Activities	(301)	(151)	(186)
Net Increase/(Decrease) in Cash and Cash Equivalents Held	(2,354)	(1,191)	99
Cash and Cash Equivalents at beginning of Year	9,088	6,734	5,543
Cash and Cash Equivalents at End of Financial Year	6,734	5,543	5,642

4.4 Estimated Balance Sheet

Statement of Financial Position Assets	\$000's	\$000's	\$000's
	Forecast 2023-2024	Forecast 2024-2025	Forecast 2025-2026
Current			
Cash & Cash Equivalents	6,734	5,543	5,642
Receivables	501	520	520
Pre Payments	60	55	58
Total Current Assets	7,295	6,118	6,220
Non Current			
Fixed Assets (Gross)	1,487	1,520	1,567
Less Accumulated Depreciation	(1,160)	(1,251)	(1,346)
Fixed Assets (Net)	327	269	221
Right of Use Leases	1,684	1,689	1,694
Less ROU Accumulated Depreciation	(548)	(668)	(790)
ROU Assets (Net)	1,136	1,021	904
Total Non Current Assets	1,463	1,290	1,125
Total Assets	8,758	7,408	7,345

Statement of Financial Position Liabilities	\$000's	\$000's	\$000's
	Forecast 2023-2024	Forecast 2024-2025	Forecast 2025-2026
Current			
Creditors & accruals	168	152	132
Provisions	751	761	775
Total Current liabilities	919	913	907
Non current			
Provisions	26	30	30
ROU Lease liability	1,136	1021	904
Total Non Current Liabilities	1,162	1,051	934
Total Liabilities	2,081	1,964	1,841
Net Assets	6,677	5,444	5,504
Equity			
Business Improvement and Asset Maintenance Reserve	3,099	2,474	2,429
Project Funding Carried Forward	2,176	1,566	1,574
Employee Entitlements Reserve	650	695	785
Asset Depreciation Reserve	290	264	264
Board Contingency Reserve	398	375	375
Landholder Contract Reserve	64	70	77
Total equity	6,677	5,444	5,504

4.5 Planned Capital and Business Improvement Activities

Category	Funding Source	Cost (\$000's)	Description
Program Support	Business Improvement	50	SharePoint development
Program Support	Reserves	10	Computer change over
Program Support	Reserves	220	Motor vehicles

4.6 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 DEECA. 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. We have received 2023/2024 Corporate and Landcare part funding and Floodplain Management, Vic Catchments Support total funding as per the signed State SLA in the 2022/2023 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 one year until the end of 2024. The Australian Government work orders for the previous five-year cycle of funding concluded at the end of 2023. We are awaiting the outcome of current bids for the next five years. The financial statements are based on receiving State funding equal to the funding amount from the 2023-24 year for both 2024-2025 and 2025-2026 years. The Australian Government funding is based on receiving equal the amount of the prior year for the future three 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.

