



Wimmera CMA

Corporate Plan

2024 - 2029



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 photographs:

Clockwise from the top:

Mt Willam Creek at Dadswell Bridge

Pelicans congregating at Lake Hindmarsh (Jon Starks)

Wimmera CMA staff monitoring water quality in the Upper Catchment

White-bellied Sea-Eagles at Dock Lake (Harriet Kulich ARI)

Wimmera CMA and BGLC staff surveying for Blackfish in Mackenzie River

Back

Crop Growth - Mt Talbot.

Acknowledgement Of Country

Wimmera CMA acknowledges the Traditional Custodians of the land and waters where we work and pay our respects to the Elders past and present.

We acknowledge and respect Traditional Owners, Aboriginal communities and organisations. We recognise the diversity of their cultures and the deep connections they have with Victoria's lands and waters.

We value partnerships with Traditional Owners for the health of people and country.

Wimmera CMA Board, management and staff recognise the primacy of Traditional Owners' obligations, rights and responsibilities to use and care for their traditional lands and waters.

Disclaimer

Statements and information in this document are current only as at July 2024 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 business 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.

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.

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

In early 2024 we completed our first translocation of River blackfish back into the lower MacKenzie River, which was the result of several years of planning. This marked the commencement of future translocations/reintroductions for other species such the endangered Southern Purple Spotted Gudgeon, Olive Perchlets and Yarra Pygmy Perch in several regional waterways.

With a note of caution, an extremely dry autumn/winter this year has caused concern for landholders and natural resource managers. With uncertainty around longer-term weather forecasts a conservative approach to environmental activities that rely on rainfall or adequate soil moisture levels will be adopted. Lack of substantial rain has resulted in limited ground cover in recently fire affected areas and has the potential to cause water quality and erosion challenges. The Grampians Gariwerd National Park Bellfield and Mt Staplyton bushfire impacted the Miller Creek and Mt William Creek catchment whilst the Bayindeen fire impacted the upper catchment and the start of the Wimmera River. Both fires impacted adjoining farming land.

A recently signed four-year funding agreement with the Australian Government will create improved habitat and increased protection for Red-tailed Black Cockatoos, Mallee Fowl and woodland birds.

Large parts of the Wimmera landscape are in a time of change and transformation with the development and planning for large scale, renewable energy projects, transmission lines and critical mineral projects. We will continue to work with these stakeholders to meet our statutory requirements and their Environment, Social and Governance (ESG) ambitions/requirements and participate in regional leadership forums. These projects will transform the Wimmera economy, community and landscape. We also acknowledge the uncertainty and stress these changes are causing to some members of our community.

We will commence renewal of the Wimmera Waterway Strategy and continue to deliver a range of water-related projects that increase recreational, environmental, cultural and socio-economic outcomes.

We will work closely with the West Wimmera Shire Council and Northern Grampians Shire to deliver flood investigations for their communities.

A joint project with Barengi Gadjin Land Council (BGLC) will see the reengagement of the Ranch Billabong to the Wimmera River. This will allow BGLC to manage the Ranch Billabong water levels to achieve environmental and cultural outcomes. This is one of many activities and actions that continue to support self-determination, deliver increased capacity and help realise First Nations aspirations on managing Victoria's natural resources.

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

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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.

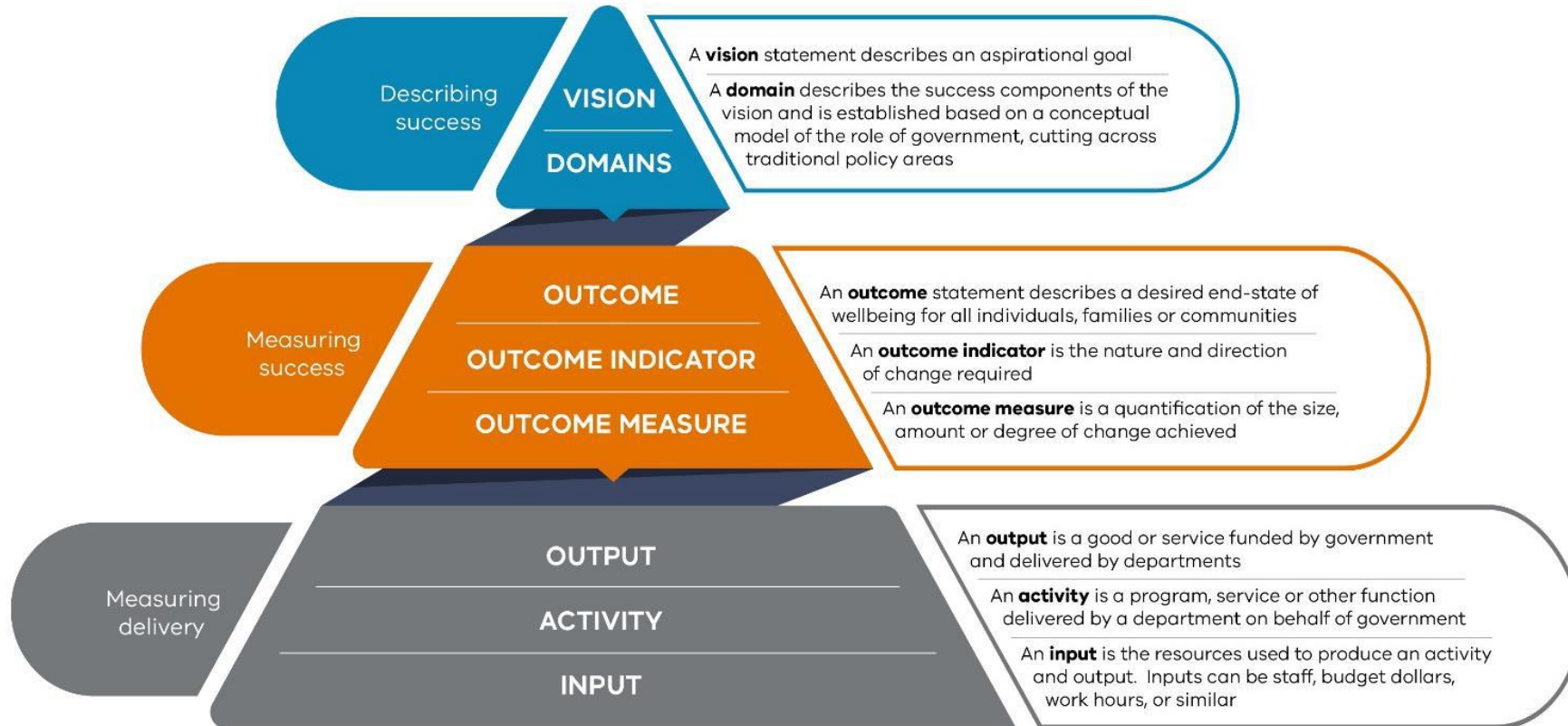
To deliver on our business objectives we will undertake the following actions:

- 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 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 based on the Ministers letter of expectations 2024, Victorian and Australian Governments investment and Wimmera CMA’s vision. 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.

CLIMATE CHANGE AND ENERGY (LOE1)			
OUTCOME INDICATOR	INDICATOR CODE	ACTIVITY INDICATOR	ACTIVITY MEASURE
Carbon Sequestration	1.4.1.001	Explore opportunities and/or deliver initiatives to: <ul style="list-style-type: none"> • sequester carbon and generate carbon offset credits and • adapt to climate change and climate variability 	<ul style="list-style-type: none"> • Contribution to CMA-funded climate officer position and workplan with a key requirement being to investigate carbon sequestration opportunities • Continue to participate in the CMA Climate Change forum to investigate opportunities via CMA collaboration. • Continue to participate in the implementation of priorities from the Grampians Region Climate Change Adaptation Strategy • Continue to implement all strategic documents that have reference to climate change adaption and climate variability: Regional Catchment Strategy (RCS), Regional Waterway Strategy, (RWS), Carbon Ready Plan (CRP), Emergency Management Preparedness and Response Plan for Biodiversity and Natural Capital Assets

CUSTOMER, COMMUNITY ENGAGEMENT AND PARTNERSHIPS (LOE2)			
OUTCOME INDICATOR	INDICATOR CODE	ACTIVITY INDICATOR	ACTIVITY MEASURE
Engagement and Partnerships	2.5.1.001	CMA's to continue to build extensive, effective and consistent approaches to community engagement and partnerships in regional planning and implementation and to further the objectives of the CaLP Act 1994	<ul style="list-style-type: none"> • Continue to work with CMA's and relevant government departments to deliver consistent approaches to community engagement and planning. • Participate in Regional Partnership and advocate for CMA and IWM/ICM outcomes • Deliver interagency NRM forum • Support Landcare and community groups in capacity building activities or events • Maintain or increase the number of community groups participating in NRM projects over the 5-year period
	2.5.1.002	CMA's to work collaboratively with organisations and communities to strengthen engagement approaches and capacity	<ul style="list-style-type: none"> • Support delivery of impactful and tailored events and activities such as: Wimmera Biodiversity Seminar, Best of the West Landcare facilitator training forum and training activities for group volunteers, Nature connection activities and school plant outs • Engage angling groups that deliver shared benefits including recreational, social, economic, cultural and environmental outcomes. • Working with BGLC, VFA and GWM Water to deliver an annual water engagement event. • Collaborate with Landcare to deliver sustainable agricultural and environmental outcomes

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			<ul style="list-style-type: none"> • Environmental education activities such as River Detectives are delivered to schools through a variety of platforms • Participate in emergency management forums and incidents • Partner with Melbourne, Monash, Federation universities and researchers to deliver key projects • Host Yarriambiack area Landcare facilitator, and Trust for Nature • Continue relationships with municipal councils through shared development and implementation of plans and strategies
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RECOGNISED ABORIGINAL VALUES (LOE 3)			
OUTCOME INDICATOR	INDICATOR CODE	ACTIVITY INDICATOR	ACTIVITY MEASURE
Partnerships with Traditional Owners	3.1.1.001	Provide the number of formal partnership agreements with Traditional Owners/ Traditional Owner Groups for water planning and management	<ul style="list-style-type: none"> • BGLC and Wimmera CMA are engaged in ongoing collaboration and two-way learning to strengthen NRM planning and action in the region. As discussed and agreed with each phase of funding we are building on previous efforts, experiences, procedures and work practices, aligning activities and delivery methods over the course of each project with BGLC capacity and priorities. Our long-standing collaborative partnership is reflected throughout our project-specific plans and joint strategic planning rather than a single formal partnership agreement
	3.1.1.002	Describe the nature of the formal partnership agreements entered into with Traditional Owner Groups for water planning and management	<ul style="list-style-type: none"> • Maintain robust working relationships with Baringi Gadjin Land Council (BGLC), Eastern Marr Aboriginal Corporation (EMAC), Dja Dja

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			<p>WurrungGoolum Clans Aboriginal Corporation's (DJAARA's) Goolum Aboriginal Co-operative</p> <ul style="list-style-type: none"> • Continue to meet regularly with BGLC. • Continue to use ranger crews for on ground works where appropriate • Purchase of plants from Dalki Garringa (BGLC owned nursery) where appropriate • Support Traditional Owner participation and engagement in project delivery and implementation at a range of levels • Build long-term capacity in NRM sector through employment and capacity building opportunities with Wimmera CMA • Joint funding bids
	3.1.1.005	CMAs to demonstrate how Traditional Owners' aspirations and recommendations have influenced water planning, strategies and management	<ul style="list-style-type: none"> • Hosting Aboriginal water officer • Support the BGLC-led Environmental Water Reserve (EWR) watering proposal trial for the Ranch/Billabong as part of Water is Life • Promote involvement in the development and design of watering plans and engagement activities • Joint On Country project delivery for example fish translocations/ introductions, Ranch Billabong rehabilitation • Endorsement of seasonal watering plan • Participation in flood response and recovery • Supporting involvement in IWM • Work collaboratively on the renewal of the Regional Waterway Strategy • Appointment of Aboriginal Delegate to board

RECOGNISE RECREATIONAL VALUES (LOE4)			
OUTCOME INDICATOR	INDICATOR CODE	ACTIVITY INDICATOR	ACTIVITY MEASURE
Engagement processes with community or stakeholders	4.2.1.001	Provide evidence of community engagement processes that identified and considered recreational objectives relating to: <ul style="list-style-type: none"> • waterway health and environmental land • water planning and management 	<ul style="list-style-type: none"> • Working closely with councils, user groups and adjoining landholders design and deliver improved recreational outcomes • Implement the Green Lake Master Plan • Partner with Yarriambiack Shire Council to reduce sediment loads in the Warracknabeal Weir Pool • Partnering with fishing competition committees including Horsham, Jeparit, Dimboola, Grampians Lakes, Rainbow Lake • Assist Stawell, Murtoa, Horsham Angling clubs to deliver mutually beneficial projects. • Annual water engagement event aimed at recreational fishers and other recreational water users.
Improvements to information sources	4.3.1.001	Provide evidence of actions taken to improve information sources to help recreational users plan their activities	<ul style="list-style-type: none"> • Continually improve our online content for river flow information • Continue to deliver quarterly media information regarding the water for the environment program • Deliver SMS environmental water release information and flood alerts when required • Annual water engagement event to communicate water for the environment annual plan
Collaboration with stakeholder	4.4.1.001	Provide evidence of actions taken to collaborate with other organisations and government agencies to explore and progress opportunities to support recreational objectives	<ul style="list-style-type: none"> • Undertake further investigation into blue-green algae • Deliver annual water community forum with Fisheries for recreational user groups to discuss watering requirements balanced against watering needs and objectives

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			<ul style="list-style-type: none"> • Influence land development along waterbodies to incorporate walking tracks and access • Deliver seasonal watering plans that maximise recreational outcomes via activities such as fishing competitions, rowing regattas, water skiing events, community outcomes over summer • Coordination of strategic water management group that has oversight of Wimmera Floodplain management Strategy and SDS for Integrated water management
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RESILIENT AND LIVEABLE CITIES AND TOWNS (LOE 5)

OUTCOME INDICATOR	INDICATOR CODE	ACTIVITY INDICATOR	ACTIVITY MEASURE
Integrated Water Management	5.1.1.006	Actively participate and promote stakeholder collaboration with other organisations through IWM Forums, to help facilitate IWM	Wimmera CMA CEO chairs the Wimmera IWM forum, and actively supports DEECA staff and partners with local organisations in delivering IWM objectives
	5.1.1.007	CMAs to participate in the preparation and monitoring the implementation of IWM plans, particularly through prioritising to enhance waterway values	Wimmera CMA led the development of IWM Strategic Direction Statements and continues to work closely with DEECA and partners on monitoring and reporting
	5.1.1.008	CMAs to provide quantitative data to support the narration provided regarding participating in the preparation and monitoring the implementation of IWM plans, particularly through prioritising measures to enhance waterway values	As the organiser of all IWM meetings in the Wimmera we ensure that a holistic approach to water management is implemented, this includes prioritising measures to enhance waterway values, flood plain management, IWM, ICM and shared benefits

LEADERSHIP, DIVERSITY AND CULTURE (LOE6)			
OUTCOME INDICATOR	INDICATOR CODE	ACTIVITY INDICATOR	ACTIVITY MEASURE
Diversity and Inclusion	6.1.1.001	Is a Diversity Inclusion Plan/s published on entity website (Y/N)	Not required
	6.1.1.005	Percentage of all the staff who complete the VPSC people matter survey	Wimmera CMA has historically participated annually in the "People Matter Survey." This will continue with the objective of reaching a participation rate of around 80%. Results are analysed and improvements made if necessary
	6.1.1.008	Summary of progress against Letter of Expectation (LoE) Priority Area Leadership, diversity and culture	All LoE priority areas have been meet. As an organisation we continue to maintain a healthy and diverse workplace as per Diversity and Inclusion Plan. This includes maintaining the percentage of women in executive roles, percentage of First Nations people and percentage of youth. For further information see annual report

PERFORMANCE AND FINANCIAL MANAGEMENT (LOE7)

OUTCOME INDICATOR	INDICATOR CODE	ACTIVITY INDICATOR	ACTIVITY MEASURE
Delivering efficiencies leading to cost savings	7.2.1001	CMAs to provide commentary on strategies undertaken to achieve efficiencies and cost savings	<ul style="list-style-type: none"> • Continue to use internal Quality Assurance system to identify business improvements and efficiencies • Participate in CEOs, Corporate Services Managers and Vic Catchment forums to explore and implement efficiencies including shared services. • 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 for greater efficiencies and cost savings • Explore opportunities to reduce administration burden such as exemptions and adoption of model policies • Analysis of procurement expectations to identify efficiencies
Improve reporting systems and processes	7.3.1.001	CMAs to collaborate with DEECA (formerly DELWP) to improve reporting systems and processes	<ul style="list-style-type: none"> • Continue to participate and contribute to Vic Catchments. Including hosting and supervision of executive officer position • Actively participate and collaborate with DEECA in system and process improvement. • Participate in CMA RCS managers forum and investment coordinators forum to explore improvements in monitoring, reporting and evaluation processes

WATERWAY AND CATCHMENT HEALTH (LOE9)

OUTCOME INDICATOR	INDICATOR CODE	ACTIVITY INDICATOR	ACTIVITY MEASURE
Implementation and reporting of the regional catchment management strategy and the regional waterway strategy	9.1.1.001	CMAs to coordinate and monitor the implementation of your regional catchment strategy and regional waterway strategy (Healthy Waterways Strategy for Melbourne Water)	<ul style="list-style-type: none"> Continue to implement and continually Monitoring, Evaluation, Reporting and Improvement (MERI) plans for RCS and Wimmera Waterway Strategy Commence the renewal of the of regional waterway strategy and its MERI plan
Waterway and Integrated Catchment Management	9.2.1.001	CMAs to deliver waterway and integrated catchment management in line with government policies and frameworks	<ul style="list-style-type: none"> Improved stewardship in priority areas as per strategic documents and funding agreements Deliver objectives of Water for Victoria, Water is Life, Victorian Waterway Management Strategy and Our Catchment Our Community. Begin the review of the Regional Waterway Strategy to ensure alignment with policies
Catchment Partnership Agreement	9.3.1.001	Report on Catchment Partnership Agreements for your region in accordance with the Framework for Catchment Partnership Agreements	<ul style="list-style-type: none"> 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

WATER FOR AGRICULTURE (LOE10)			
OUTCOME INDICATOR	INDICATOR CODE	ACTIVITY INDICATOR	ACTIVITY MEASURE
Sustainable Irrigation Management Practices	10.1.1.001	CMAs to provide commentary on actions taken to promote sustainable irrigation management practices to support the growth and viability of regional communities	<ul style="list-style-type: none"> Continue to participate in the GWM Water groundwater reference group Work in partnership with GWM Water to implement the Irrigation Development Guidelines
Manager Salinity Waterlogging and Water quality in Agricultural Areas	10.2.1.001	CMAs to provide commentary on actions taken to plan and coordinate activities to manage salinity, waterlogging and water quality in agricultural areas	<ul style="list-style-type: none"> Participate in the steering committee and IWM working group for the Horsham SmartWater project. Contribute to annual Basin Salinity Management reporting as required
Flexibility for Agriculture to continue adapting to change	10.3.1.001	CMAs to provide commentary actions taken to improve flexibility for agriculture to continue to adapt to change and help the sector to increase water use efficiency	<ul style="list-style-type: none"> 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 Maintain and expand soil moisture probe and weather station network (72 devices) Land transect surveys (northern and southern) indicate groundcover is maintained to better than 1995 levels in the northern Wimmera, and maintained to better than 2014 benchmark CMA participate in the joint AgVic Carbon Out Reach program to landowners

Additional Focus Areas

CUSTOMER DATA PROTECTION			
OUTCOME INDICATOR	INDICATOR CODE	ACTIVITY INDICATOR	ACTIVITY MEASURE
Implementation of robust customer data protection measures to minimise risk and consequence to customers, staff and contractors		Adherence to the Victorian Protective Data Security Standards (PDSP)	<ul style="list-style-type: none"> • Implementation of new system to manage PDSP • Review and submit PDSP to Office of Victorian Information Commissioner (OVIC) by 31 August • Review and update internal policy in the event of a data breach
		Implementation of recommendations from Privacy and Management of Personal Information Audit	<ul style="list-style-type: none"> • Adoption of privacy declarations • Update the privacy policy and relevant PD to nominate the role of Privacy Officer • Delivery of “privacy training for the public sector” to all staff • Upgrade of record management systems for contractor agreements

CYBER SECURITY			
OUTCOME INDICATOR	INDICATOR CODE	ACTIVITY INDICATOR	ACTIVITY MEASURE
Implementation of fit for purpose cyber security systems and processes		Adoption of Essential 8 security maturity model	<ul style="list-style-type: none"> • Develop maturity level targets • Identify priority areas for investment • Report against targets quarterly • Implement training and awareness • Policy review • Monthly ICT provider meetings • Incident reporting • Review and consideration of quarterly Cyber Hygiene Improvement Program (CHIPS) report

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. Below are high risks from the Risk Register and Risk Management Framework assessment.

Major risks rated as high	Treatments of risk	Strategies for risks
Machinery of government change	<p>Input into policy documents at various levels</p> <p>Membership and input to Vic Catchments forum</p> <p>Input into government and departmental processes</p> <p>Maintain positive and productive relationships</p> <p>Continue to be a high performing CMA</p>	<ul style="list-style-type: none"> Ability to identify and respond to risk/opportunities 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
Damage and destruction of previously funded CMA works	<p>Work with landowners to mitigate potential risks</p> <p>Promotion of best practice asset construction</p> <p>Monitoring and assessment of key works</p>	<ul style="list-style-type: none"> Advocate for policy change, such as virtual fencing Limit investment in locations of high risk of destruction or damage Advocate for fire and flood recovery resources
Ineffective in achieving outcomes.	<p>Anticipate planning approval delays</p> <p>Consider supply chain constraints including labour</p>	<ul style="list-style-type: none"> Demonstration of effective and adaptive project management including problem solving and innovation
ITC including cyber security	<p>Ensure ICT systems and equipment has up to date anti-virus capability installed and appropriate hardware is provided</p> <p>Relevant cyber security training for staff</p> <p>Work with IT Provider to work toward adopting the Essential 8</p> <p>Ensure private data is stored safely and only store what is required</p>	<ul style="list-style-type: none"> Reduce cyber-attacks by purchasing best practice hardware and software to limit risk. Educate staff to minimise cyber attacks Minimise impacts of potential cyber threats Collect only required information and store for required timelines as per PROV guidelines
Community perception of Wimmera CMA	<p>Ensure CMA is applying best management practice service delivery</p> <p>Ensure engagement objectives, communication and education are clear</p>	<ul style="list-style-type: none"> Maintain goodwill and reputation. Ensure community support for integrated catchment

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	Maintain relationships with media organisations and key stakeholders	<p>management.</p> <ul style="list-style-type: none"> • Leadership in good governance.
Motor Vehicles	<p>Adequate insurance</p> <p>Defensive driver training for staff</p> <p>4X4 driver training for staff</p> <p>Navigation and tracking devices in all office based vehicles</p>	<ul style="list-style-type: none"> • Use of video meetings • Minimise vehicle travel • Purchase of vehicles with up to date safety equipment
Tendering and contracting	<p>Effective procurement policy and due diligence</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>	<ul style="list-style-type: none"> • Delivery of outcomes that are efficient, effective and demonstration value for money
Partners and Clients	<p>Close working relationships for high-risk projects/ activities</p> <p>Strengthen communication with Partners and clients</p>	<ul style="list-style-type: none"> • Support regional partners in delivering outcomes

3.2 Underpinning Assumptions for the next five years:

- Government policies or revenue do not significantly change.
- Likelihood of extreme weather events i.e., flooding, fire, natural disasters.
- Organisation is managed as an ongoing concern.
- Funding from investors including EC7 and NLP4.
- 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.
- 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.
- 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:

- Increase in farm size and equipment; increased paddock tree pressure.
- Land use change; continued trend of pasture into cropping system, mining – reduced inflows.
- Weed and carp management as a result of 2022 floods.
- Fallout from the Aboriginal Voice to Parliament referendum
- Fire recovery from 2024 fires
- Divergence of attitudes towards transmission lines and renewable energy infrastructure

4. Estimates of Revenue & Expenditure

4.1 Investor Income assumptions 2024-2025

Investor Program	Source of Funding	Program	Amount \$ (000's)
S1	DEECA	Waterway Health	1,904
S2	DEECA	Environmental Water	660
S3	DEECA	Our Catchments Our Communities	469
S4	DEECA	Corporate and Statutory	513
S5	DEECA	Landcare	223
S6	DEECA	Wimmera Mallee Water Resource Plan	10
S7	DEECA	Floodplain Management	100
S8	DEECA	Carbon Farming Outreach Program	610
Subtotal			4,489
C1	Department of Environment and Energy	National Heritage Trust (NRM)	1,033
C2	Department of Environment and Energy	National Heritage Trust (Agriculture)	620
Subtotal			1,653
Total			6,142

4.2 Programs Budget for the 2024-2025 year

Based on estimated carry forwards and income assumptions with all figures in \$ unless other wise stated. We anticipate an approximate budget expenditure of \$9.3 million.

Programs Budget	Investor Programs Reference	Income (000's)					Expenses (000's)		Annual Result	Estimated Carry Fwd.
		(1)	(2)	(3)	(4)	(5) = (2)+(3)+(4)	(6)	(7) = (5)-(6)		
		Estimated Carry Forward	State Gov't Funding	Australian Gov't Funding	Other Funding	Program Total	Program Total			
Operational Delivery Program	S1,S3,C1,	2,459	1,710	1,033	-	2,743	3,668	(925)	1,534	
Statutory and Strategy Program	S1,S2,S7	768	1,423	-		1,423	1,750	(327)	441	
Community Delivery Program	S5,S6,S8,C2	1,524	843	620	25	1,488	2,298	(810)	714	
Corporate, Governance, Overheads & Reserves	S4	5,176	513	-	675	1,188	1,640	(452)	4,724	
		9,927	4,489	1,653	700	6,842	9,356	(2,514)	7,413	

4.3 Estimated Operating Statement

Estimated Operating Statement	\$000's	\$000's	\$000's
	Forecast	Forecast	Forecast
	2024-2025	2025-2026	2026-2027
Revenue			
Local			
Interest	300	220	200
Vic Catchment Contributions	297	297	297
Other	103	53	53
Grants			
State	4,489	5,051	4,390
Australian Government	1,653	1,721	1,710
Other			
Total Revenue	6,842	7,342	6,650
Expenditure			
Corporate and Project Support Operations	1,404	1,418	1,432
Depreciation Assets	81	91	95
Depreciation Right of Use Leases	110	113	115
Provisions	45	54	55
Operational Programs			
Operational Delivery	3,668	2,957	2,940
Community Delivery	2,298	1,770	1,107
Strategic & Statutory	1,750	1,491	1,502
Total Expenditure	9,356	7,894	7,246
Operating Surplus/(deficit)	(2,514)	(552)	(596)

The budgeted deficit is using unspent project funds carried forward from the previous year. We also received some grants in advance in the 2023/2024 period which relate to the 2024/2025 period.

4.4 Estimated Statement of Cashflows

Estimated Statement of Cashflow	\$000's	\$000's	\$000's
	Forecast	Forecast	Forecast
	2024-2025	2025-2026	2026-2027
Government Contributions	6,142	6,772	6,100
Interest Received	300	220	200
Other Revenue	340	330	330
Net GST(paid)/Received	652	509	444
Payments to Employees & Suppliers	(9,788)	(8,189)	(7,476)
Net Cash Provided by/(Used in) Operating Activities	(2,354)	(358)	(402)
Cash Flows from Investing Activities			
Payments for Plant & Equipment	(155)	(55)	(55)
Proceeds from sale of Plant & Equipment	60	20	20
Net Cash (Used In) Investing Activities	(95)	(35)	(35)
Cash Flows from Financing Activities			
Repayment of borrowings and principal portion of lease liabilities	(104)	(116)	(122)
Net Cash (Used in) Financing Activities	(199)	(151)	(157)
Net Increase/(Decrease) in Cash and Cash Equivalents Held	(2,553)	(510)	(560)
Cash and Cash Equivalents at beginning of Year	9,927	7,374	6,864
Cash and Cash Equivalents at End of Financial Year	7,374	6,864	6,304

4.5 Estimated Balance Sheet

Statement of Financial Position Assets	\$000's	\$000's	\$000's
	Forecast 2024-2025	Forecast 2025-2026	Forecast 2026-2027
<u>Current</u>			
Cash & Cash Equivalents	7,374	6,864	6,304
Receiveables	250	250	250
Pre Payments	50	55	58
Total Current Assets	7,674	7,169	6,612
<u>Non Current</u>			
Fixed Assets (Gross)	1,491	1,520	1,567
Less Accumulated Depreciation	(1,147)	(1,238)	(1,333)
Fixed Assets (Net)	344	282	234
Right of Use Leases	1,072	1,104	1,159
Less ROU Accumulated Depreciation	(578)	(691)	(804)
ROU Assets (Net)	494	413	355
Total Non Current Assets	838	695	589
Total Assets	8,512	7,864	7,201

Assets are diminishing due to project carry forward dollars being spent, less capital asset purchases and depreciation expenses in the outer years.

Statement of Financial Position Liabilities	\$000's	\$000's	\$000's
	Forecast 2024-2025	Forecast 2025-2026	Forecast 2026-2027
<u>Current</u>			
Creditors & accruals	52	45	45
Provisions	579	592	627
Total Current liabilities	631	637	672
<u>Non current</u>			
Provisions	30	30	30
ROU Lease liability	530	428	326
Total Non Current Liabilities	560	458	356
Total Liabilities	1,191	1,095	1,028
Net Assets	7,321	6,769	6,173
<u>Equity</u>			
Business Improvement and Asset Maintenance Reserve	3,291	3,751	3,153
Project Funding Carried Forward	2,539	1,566	1,574
Employee Entitlements Reserve	609	622	657
Asset Reserve - Depreciation	344	282	234
Board Contingency Reserve	478	478	478
Landholder Contract Reserve	60	70	77
Total equity	7,321	6,769	6,173

4.6 Planned Capital and Business Improvement Activities

<i>Category</i>	<i>Funding Source</i>	<i>Cost (\$000's)</i>	<i>Description</i>
Program Support	Business Improvement	40	SharePoint development
Program Support	Reserves	155	Motor vehicles

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 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 2024/2025 Landcare grant funding support total funding as per the signed State SLA in the 2023/2024 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 four-year SLAs have been communicated but not yet signed. We have made the assumption that the four-year amounts will be split evenly across the years unless we have been notified otherwise. The Australian Government work orders for the next four-year cycle of funding have now been finalised. The financial statements are based on receiving State funding equal to the funding amounts communicated for the next three years. The Australian Government funding is based on receiving the amounts signed off in the work orders for the next 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. See also organisational assumptions section 3.2.

Cost Recovery

Wimmera CMA does not currently charge for services to the public.

