Wimmera CMA

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VICTORIA
State Government

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:**

Haystack near Nhill, Whistling Kite,
Rowers at Wimmera River Horsham,
MacKenzie River at Zumsteins,
Fishing on Wimmera River Horsham

**Back:**

Pink Lake, Dimboola

## 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 2025 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 undersection 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.

A key focus will be working with the community and key stakeholders to plan for dry conditions across the Wimmera catchment. On going dry conditions have and will continue to reduce water storage levels, reduce environmental water allocations and recreational values of many of our waterways. Dry condition may also lead to increased risk of fire, erosion and reduced agricultural productivity.

To mitigate these risks short term, we are delivering drought refuge projects on sections of the Lower Wimmera River, Burnt Creek and Mount Cole Creek using piped water and significantly increasing our soil moisture probe network that allows farmers to make informed farming decisions. We are also working with DEECA fire services to identify activities to reduce fire impacts.

Longer term there are three major planning strategies in development:

- The DEECA led Western Sustainable Water Strategy is placing increased emphasis on the impact of climate change and rainfall variability across Western Victoria. It is anticipated that the strategy will provide a blueprint for investment, preparedness and action for our waterways
- A refreshed Strategic Directions Statement will identify a wide range of projects across the Wimmera catchment and beyond for Integrated Water Management (IWM). Significant consultation with Traditional Owners and the community has shaped these projects. A key focus is the efficient and effective use of water resources, drought management and the use of recycled water
- Renewed Wimmera Waterway Strategy will identify a range of water-related projects that increases recreational, environmental, cultural and socio-economic outcomes. Consultation with a range of local community groups, local government, agencies and non-government organisations.

A three-year research program to facilitate future stocking of River blackfish across key locations will be strengthened with the addition of a PhD student and associated supervisors exploring barriers and opportunities to increase the distribution and quantity. This innovative project has key partnerships with Barengi Gadjin Land Council (BGLC), Victorian Fisheries Authority, Arthur Rylah Institute, One Basin CRC and Charles Sturt University.

As large scale, renewable energy, mining and transmission lines projects change the Wimmera landscape, we will work with industry to meet our statutory requirements and their Environment, Social and Governance (ESG) ambitions/requirements.

We are pleased to have representation on the Mineral Sands Agricultural Land Restoration Group appointed by Hon Lily D'Ambrosio MP.

We continue to support local government to ensure that the most up to date flood information is converted to planning schemes as quickly as possible and Horsham Rural City Council in recovery efforts from summer's Grass Flat bushfire. We will also continue to work with the Regional Municipal Emergency Planning committee to better prepare the region for biosecurity threats such as avian influenza.

Our partnership with CSIRO and all other CMA's in the coordination and delivery of Victoria's contribution to National Soils Monitoring program will continue until late 2026. This program will provide important baseline data on soil characteristics across Victoria.

We also look forward to supporting the government in the establishment of Outdoor Recreation Victoria and its objective of increasing recreational opportunities on waterways and public land.

For further information on our previous achievements please read our annual report. We look forward to delivering and exceeding the Minister's priorities and delivering significant community outcomes.



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 ISO9001:2015 quality Management system and processes we will:

- Deliver innovative services in an efficient and effective manner.
- Promote a culture of continuous learning and diversity.
- Be recognised as a leader in customer service and engagement with the community.
- Continuously align our business model to investor and stakeholders' expectations
- Apply best practice corporate governance.

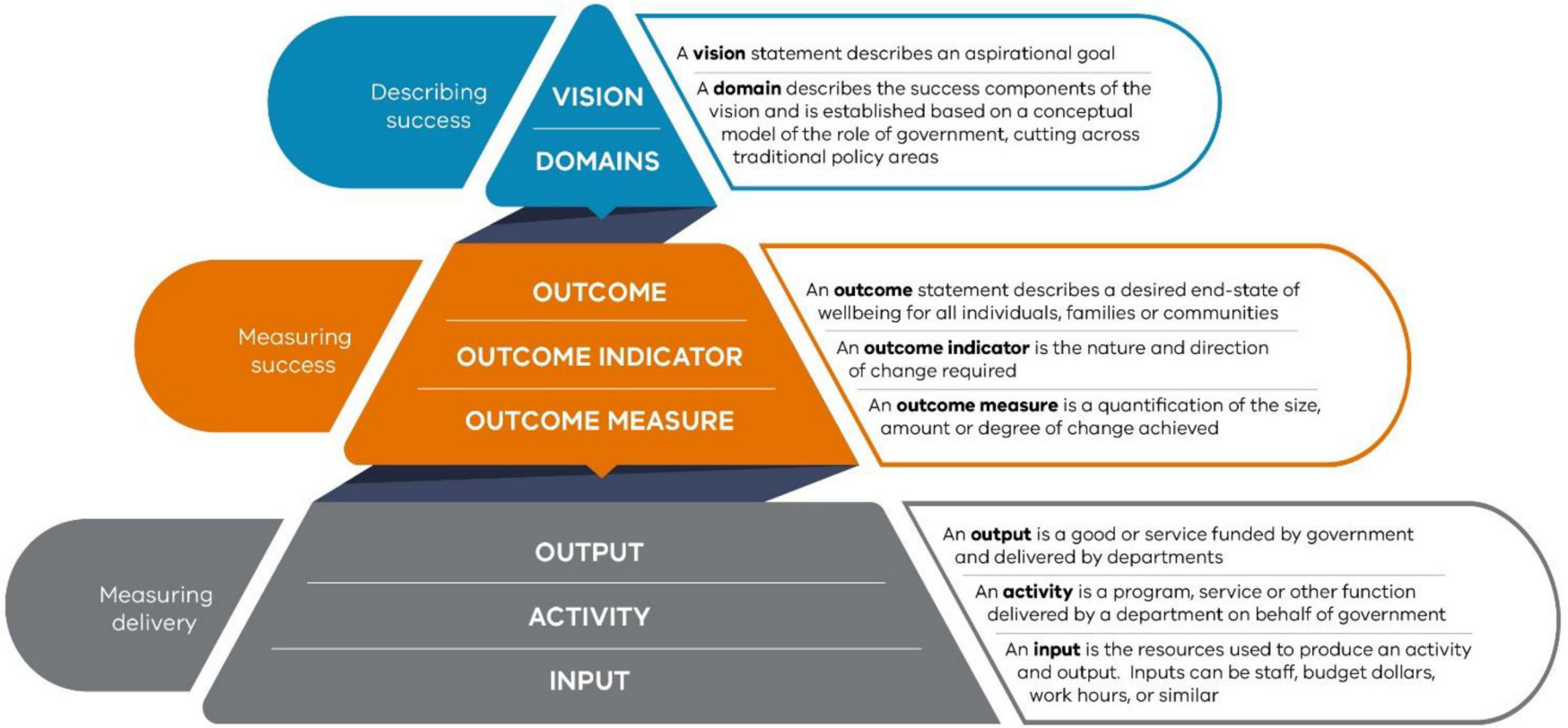
To deliver on our business objectives we will undertake the following actions:

- Collaboratively 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 eg., 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:<br>• Sequester carbon and generate carbon offset credits and<br>• Adapt to climate change and climate variability | • Contribution to CMA-funded climate officer position and Natural Capital project. A key requirement being to investigate carbon sequestration opportunities<br>• Continue to participate in the implementation of priorities from the Grampians Region Climate Change Adaptation Strategy<br>• 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 | CMAs 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 | • Continue to work with CMAs and relevant government departments to deliver consistent approaches to community engagement and planning.<br>• Participate in Regional Partnership and advocate for CMA and IWM/ICM outcomes<br>• Support Landcare and community groups in capacity building activities or events<br>• Maintain or increase the number of community groups participating in NRM projects over the 5-year period |
| | 2.5.1.002 | CMAs to work collaboratively with organisations and communities to strengthen engagement approaches and capacity | • 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<br>• Engage angling groups that deliver shared benefits including recreational, social, economic, cultural and environmental outcomes<br>• Collaborate with Landcare to deliver sustainable agricultural and environmental outcomes<br>• Environmental education activities such as River Detectives are delivered to schools through a variety of platforms<br>• Participate in emergency management forums and incidents<br>• Partner with Melbourne, Monash, Federation, Murdoch universities and researchers to deliver key projects for example Australia's longest running Rural Landholder Social Benchmarking |

| | | | |
|---|---|---|---|
| | | | Study and Blackfish Breeding and Behaviour Research.<br>• Host Yarriambiack, Horsham and West Wimmera area Landcare facilitators, and Trust for Nature<br>• Continue relationships with municipal councils through shared development and implementation of plans and strategies including floodplain management reform.<br>• Participate in seasonal condition forums including the South West Drought Coordination Group. |

| ***RECOGNISE TRADITIONAL OWNER 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 | • Barengi Gadjin Land Council (BGLC) and Wimmera CMA are engaged in ongoing collaboration and two-way learning to strengthen NRM planning and actions in the region. Our long-standing collaborative and positive partnership is reflected throughout our project-specific plans and joint strategic planning rather than a single formal partnership agreement |
| | 3.1.1002 | Describe the nature of the formal partnership agreements entered into with Traditional Owner groups | • Maintain robust working relationships with Barengi Gadjin Land Council (BGLC), Eastern Marr Aboriginal Corporation (EMAC), Dja Dja Wurrung Goolum Clans Aboriginal Corporation's (DJAARA's), Goolum Aboriginal Co-operative<br>• Continue to meet regularly with BGLC.<br>• Continue to use ranger crews for on ground works where appropriate<br>• Purchase of plants from Dalki Garringa (BGLC |

| | | | |
|---|---|---|---|
| | | | owned nursery) where appropriate<br>• Support Traditional Owner participation and engagement in project delivery and implementation at a range of levels<br>• Build long-term capacity in NRM sector through employment and capacity building opportunities with Wimmera CMA<br>• Joint funding bids |
| | 3.1.1.005 | CMAs to demonstrate how Traditional Owners' aspirations and recommendations have influenced water planning, strategies and management | • Support the delivery of Water is Life and Treaty.<br>• Support the BGLC-led watering of the Ranch/Billabong and Aboriginal water officer position<br>• Support involvement in the development and design of watering plans and engagement activities<br>• Joint On Country project delivery for example fish translocations/ introductions, Ranch Billabong rehabilitation<br>• Endorsement of seasonal watering plan<br>• Participation in emergency response and recovery<br>• Work collaboratively on the renewal of the Regional Waterway Strategy |

| 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:<br>• waterway health and environmental land<br>• water planning and management | • Working closely with councils, user groups and adjoining landholders to design and deliver improved recreational outcomes on waterways<br>• Assist in the development and implementation of the Three Lakes Precinct Plan.<br>• Partner with fishing competition committees including Horsham, Jeparit, Dimboola, Grampians Lakes, Rainbow Lake<br>• Assist community and angling clubs to deliver mutually beneficial projects.<br>• 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 | • Continually improve our online content for river flow information<br>• Continue to deliver quarterly media information regarding the water for the environment program<br>• Deliver SMS environmental water release information and flood alerts when required<br>• 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 | • Deliver annual water community forum for recreational user groups to discuss watering requirements balanced against environmental watering needs and objectives<br>• Influence land development along waterbodies to incorporate walking tracks and access<br>• Deliver seasonal watering plans that maximise recreational outcomes via activities such as |

| | | | |
|---|---|---|---|
| | | | fishing competitions, rowing regattas, water skiing events and community outcomes over summer |

| ***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%.<br>Results are analysed, discussed with staff and improvements made where necessary |
| | 6.1.1.008 | Summary of progress against Letter of Expectation (LoE) Priority Area Leadership, diversity and culture | All LoE priority areas are met. As an organisation we continue to maintain a healthy and diverse workplace as per our Diversity and Inclusion Strategy. This strategy will be reviewed annually as part of our Quality Management system. |

| 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 | • Continue to use internal ISO9001:2015 Quality Management System to identify business improvements and efficiencies<br>• Participate in CEOs, Corporate Services Managers and Vic Catchment forums to explore and implement efficiencies including shared services.<br>• Implement CMA collective Base and Efficiency Review findings<br>• Continue to develop the organisations Information, Technology Communications (ITC) systems and capability including SharePoint in the cloud for greater efficiencies and cost savings<br>• Explore opportunities to reduce administration burden such as exemptions and adoption of model policies<br>• Analysis of procurement expectations to identify efficiencies |
| Improve reporting systems and processes | 7.3.1.001 | CMAs to collaborate with DEECA to improve reporting systems and processes | • Continue to participate and contribute to Vic Catchments, including hosting and supervision of executive officer position<br>• Actively participate and collaborate with DEECA in system and process improvement.<br>• Participate in CMA Waterway and RCS managers forums 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) | • Continue to implement and continually review Monitoring, Evaluation, Reporting and Improvement (MERI) plans for RCS and Wimmera Waterway Strategy |
| Waterway and Integrated Catchment Management | 9.2.1.001 | CMAs to deliver waterway and integrated catchment management in line with government policies and frameworks | • Improved stewardship in priority areas as per strategic documents and funding agreements<br>• Deliver objectives of Water for Victoria, Water is Life, Victorian Waterway Management Strategy and Our Catchments Our Communities. |
| Catchment Partnership | 9.3.1.001 | Report on arrangements in your region in accordance with the Catchment Partnership Framework 2024. | • Wimmera CMA's Partnership Agreement have 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 | • Continue to participate in the GWM Water groundwater reference group<br>• Work in partnership with GWM Water to implement the Irrigation Development Guidelines |
| Manage 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 | • Contribute to annual Basin Salinity Management reporting as required<br>• Implement relevant actions under the Regional Waterway Strategy where funding is available. |
| 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 | • In partnership with Ag Vic support Sustainable Cropping Rotations in Mediterranean Environments (SCRIME) working group strategic directions.<br>• Maintain and expand soil moisture probe and weather station network (72 devices)<br>• Continue to deliver land transect surveys (northern and southern) to monitor groundcover. |

*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) | • Implementation of new system to manage PDSP<br>• Review and submit PDSP to Office of Victorian Information Commissioner (OVIC) by 31 August<br>• Review and update internal policy in the event of a data breach |
| | | Implementation of recommendations from Privacy and Management of Personal Information Audit | • Adoption of privacy declarations<br>• Update the privacy policy and relevant PD to nominate the role of Privacy Officer<br>• Delivery of "privacy training for the public sector" to all staff<br>• 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 | • Review maturity level compliance<br>• Identify priority areas for investment<br>• Improvement and investment in cyber security<br>• Report against targets quarterly<br>• Implement training and awareness<br>• Policy review<br>• Monthly ICT provider meetings<br>• Incident reporting<br>• 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** | Input into policy documents at various levels<br><br>Membership and input to Vic Catchments forum<br><br>Input into government and departmental processes<br><br>Maintain positive and productive relationships<br><br>Continue to be a high performing CMA | • Ability to identify and respond to risk/opportunities<br>• Ensure CMA value proposition aligns to investor expectations.<br>• Work collectively as a CMA and NRM sector to influence policy and decisions<br>• Maintain Wimmera CMA's reputation as a valued service provider |
| **Community perception of Wimmera CMA** | Ensure CMA is applying best management practice service delivery<br><br>Ensure engagement objectives, communication and education are clear<br><br>Maintain relationships with media organisations and key stakeholders | • Maintain goodwill and reputation.<br>• Ensure community support for integrated catchment management.<br>• Leadership in good governance. |
| **Ineffective in achieving outcomes** | Anticipate planning approval delays<br><br>Consider availability and costs in supply chain constraints including labour | • Demonstration of effective and adaptive project management including problem solving and innovation |
| **ITC including cyber security** | Ensure ICT systems and equipment have up to date anti-virus capability installed and appropriate hardware is provided<br><br>Relevant cyber security training for staff<br><br>Work with IT Provider to monitor and review the Essential 8<br><br>Ensure private data is stored safely and only store what is required | • Reduce cyber-attacks by purchasing best practice hardware and software to limit risk.<br>• Maintain cyber security incident plan.<br>• Educate staff to minimise cyber attacks<br>• Minimise impacts of potential cyber threats<br>• Collect only required information and store for required timelines as per PROV guidelines |
| **Motor Vehicles** | Adequate insurance<br><br>Defensive driver training for staff | • Use of video meetings<br>• Minimise vehicle travel |

| | | |
|---|---|---|
| | 4X4 driver training for staff<br><br>Navigation and tracking devices in all office based vehicles | • Purchase of vehicles with up-to-date safety equipment |
| **Major disruption to organisational systems and modes of work, work practices, including natural disasters** | Drought refuge plans for watering points<br><br>Translocation of fish species<br><br>Increased community awareness<br><br>Diligent planning for water delivery<br><br>Diligent planning for on ground NRM delivery | • Emergency preparedness plans<br>• Drought management plans and actions<br>• Identify opportunities for works and improvements in drought conditions i.e. advocate for boat ramp extensions. |
| **Damage and destruction of previously funded CMA work** | Work with landowners to mitigate potential risks<br><br>Promotion of best practice asset construction Monitoring and assessment of key works | • Support policy change, such as virtual fencing<br>• Limit investment in locations of high risk of destruction or damage<br>• Advocate for fire and flood recovery resources |
| **Tendering and contracting** | Effective procurement policy and due diligence<br><br>Review policies and procedures including purchasing and, tendering and outsourcing policy<br><br>Contract panel<br><br>Compliance under the Financial Management Act. | • Delivery of outcomes that are efficient, effective and demonstrate value for money |
| **Partners and Clients** | Close working relationships for high-risk projects/ activities<br><br>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.
- Likelihood of extreme weather events i.e., flooding, fire, natural disasters.
- Organisation is managed as an ongoing concern.
- Funding from investors including EC7 and NHT.
- 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.
- Mining and renewable infrastructure expansion.

## 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) and machine learning.
- New partnerships; the ability to deliver high profile projects that leverages additional funding.
- Continue to work with Vic Catchments, 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:**

- Land use change; continued trend of pasture into cropping system, mining – reduced inflows.
- Biosecurity risks
- Carp management.
- Fire recovery from 2026 fires.
- Divergence of attitudes towards transmission lines and renewable energy infrastructure.
- Drought impacts on point locations and water quality.
- Climate change.
- Increase in cyber security threats
- Increase in farm size and equipment; increased paddock tree pressure.

# 4. Estimates of Revenue & Expenditure

## 4.1 Investor Income assumptions 2026-2027

| Investor Program | Source of Funding | Program | Amount $ (000's) |
|---|---|---|---|
| S1 | DEECA | Waterway Health | 2,409 |
| S2 | DEECA | Environmental Water | 684 |
| S3 | DEECA | Floodplain Management | 200 |
| S4 | DEECA | Our Catchments Our Communities | 563 |
| S5 | DEECA | Corporate and Statutory | 668 |
| S6 | DEECA | Landcare | 382 |
| S7 | DEECA | Platypatch | 50 |
| S8 | DEECA | Vic Catchments | 50 |
| S9 | DEECA | Integrated Water Management | 180 |
| | | **Subtotal** | **5,186** |
| C1 | Department of Environment and Energy | Natural Heritage Trust (NRM) | 1,081 |
| C2 | Department of Environment and Energy | Natural Heritage Trust (Agriculture) | 1,386 |
| C3 | CSIRO | Soil Monitoring | 128 |
| C4 | | New Ag Project | 300 |
| | | **Subtotal** | **2,895** |
| | | **Total** | **8,081** |

## 4.2 Programs Budget for the 2026-2027 year

Based on estimated carry forwards and income assumptions with all figures in $ unless otherwise stated. We anticipate an approximate budget expenditure of $9.6 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,S4,S7, S7, C1 | 2,386 | 2,356 | 1,081 | 105 | 3,542 | 3,654 | (112) | 2,274 |
| Statutory and Strategy Program | S1,S2,S9 | 1,043 | 1,731 | - | | 1,731 | 2,052 | (321) | 722 |
| Community Delivery Program | S6,C2,C3, C4 | 2,117 | 381 | 1,814 | 15 | 2,210 | 2,212 | (2) | 2,115 |
| Corporate, Governance, Overheads & Reserves | S5,S8 | 5,941 | 718 | - | 643 | 1,361 | 1,585 | (224) | 5,717 |
| | | **11,487** | **5,186** | **2,895** | **763** | **8,844** | **9,503** | **(659)** | **10,828** |

## 4.3 Estimated Operating Statement

| Estimated Operating Statement | $000's | $000's | $000's |
|---|---|---|---|
| | Forecast 2026-2027 | Forecast 2027-2028 | Forecast 2028-2029 |
| **Revenue** | | | |
| **Local** | | | |
| Interest | 308 | 250 | 200 |
| Catchment Management Authority Contributions | 402 | 297 | 297 |
| Other | 53 | 53 | 53 |
| | | | |
| **Grants** | | | |
| State | 5,186 | 4,456 | 4,878 |
| Australian Government | 2,895 | 2,287 | 1,730 |
| Other | | | |
| **Total Revenue** | **8,844** | **7,343** | **7,158** |
| **Expenditure** | | | |
| | | | |
| Corporate and Project Support Operations | 1,348 | 1,388 | 1,430 |
| Depreciation Assets | 105 | 105 | 105 |
| Depreciation Right of Use Leases | 87 | 83 | 80 |
| Provisions | 45 | 54 | 55 |
| | | | |
| **Operational Programs** | | | |
| Operational Delivery | 3,654 | 3,112 | 2,840 |
| Community Delivery | 2,212 | 2,099 | 1,336 |
| Strategic & Statutory | 2,052 | 1,859 | 1,719 |
| | | | |
| | | | |
| | | | |
| **Total Expenditure** | **9,503** | **8,700** | **7,565** |
| **Operating Surplus/(deficit)** | **(659)** | **(1,357)** | **(407)** |

The budgeted deficit is using committed unspent project funds carried forward from the previous year.

## 4.4 Estimated Statement of Cashflows

| Estimated Statement of Cashflow | *$000's* | *$000's* | *$000's* |
|---|---|---|---|
| | **Forecast 2026-2027** | **Forecast 2027-2028** | **Forecast 2028-2029** |
| Government Contributions | 8,081 | 6,743 | 6,608 |
| Interest Received | 308 | 250 | 200 |
| Other Revenue | 440 | 320 | 320 |
| Net GST(paid)/Received | 246 | 232 | 212 |
| Payments to Employees & Suppliers | (8,836) | (8,338) | (7,535) |
| **Net Cash Provided by/(Used in) Operating Activities** | **239** | **(793)** | **(195)** |
| **Cash Flows from Investing Activities** | | | |
| Payments for Plant & Equipment | (60) | (120) | (120) |
| Proceeds from sale of Plant & Equipment | 15 | 30 | 30 |
| **Net Cash (Used In) Investing Activities** | **(45)** | **(90)** | **(90)** |
| **Cash Flows from Financing Activities** | | | |
| Repayment of borrowings and principal portion of lease liabilities | (64) | (66) | (68) |
| **Net Cash (Used in) Financing Activities** | **(109)** | **(156)** | **(158)** |
| Net Increase/(Decrease) in Cash and Cash Equivalents Held | 130 | (950) | (353) |
| Cash and Cash Equivalents at beginning of Year | 11,491 | 11,621 | 10,671 |
| **Cash and Cash Equivalents at End of Financial Year** | **11,621** | **10,671** | **10,318** |

## 4.5 Estimated Balance Sheet

| Statement of Financial Position Assets | $000's Forecast 2026-2027 | $000's Forecast 2027-2028 | $000's Forecast 2028-2029 |
|---|---|---|---|
| **Current** | | | |
| Cash & Cash Equivalents | 11,319 | 10,671 | 10,318 |
| Receivables | 486 | 52 | 50 |
| Pre Payments | 60 | 55 | 58 |
| **Total Current Assets** | **11,865** | **10,778** | **10,426** |
| **Non Current** | | | |
| Fixed Assets (Gross) | 1,562 | 1,682 | 1,702 |
| Less Accumulated Depreciation | (1,340) | (1,445) | (1,550) |
| Fixed Assets (Net) | 222 | 237 | 152 |
| Right of Use Leases | 1,433 | 1,476 | 1,506 |
| Less ROU Accumulated Depreciation | (279) | (359) | (434) |
| ROU Assets (Net) | 1,154 | 1,117 | 1,072 |
| **Total Non Current Assets** | **1,376** | **1,354** | **1,224** |
| **Total Assets** | **13,241** | **12,132** | **11,650** |

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 Forecast 2026-2027 | $000's Forecast 2027-2028 | $000's Forecast 2028-2029 |
|---|---|---|---|
| **Current** | | | |
| Creditors & accruals | 497 | 701 | 694 |
| Provisions | 650 | 700 | 700 |
| **Total Current liabilities** | **1,147** | **1,401** | **1,394** |
| **Non current** | | | |
| Provisions | 45 | 104 | 104 |
| ROU Lease liability | 1,221 | 1,157 | 1,089 |
| **Total Non Current Liabilities** | **1,266** | **1,261** | **1,193** |
| **Total Liabilities** | **2,413** | **2,662** | **2,587** |
| **Net Assets** | **10,828** | **9,470** | **9,063** |
| **Equity** | | | |
| Business Improvement and Asset Maintenance Reserve | 4,230 | 4,088 | 3,966 |
| Project Funding Carried Forward | 5,094 | 3,858 | 3,604 |
| Employee Entitlements Reserve | 751 | 776 | 800 |
| Asset Reserve - Depreciation | 213 | 228 | 243 |
| Board Contingency Reserve | 450 | 450 | 450 |
| Landholder Contract Reserve | 90 | 70 | 0 |
| **Total equity** | **10,828** | **9,470** | **9,063** |

## 4.6 Planned Capital and Business Improvement Activities

| Category | Funding Source | Cost ($000's) | Description |
|---|---|---|---|
| Program Support | Reserves | 60 | Motor vehicle replacement to Electric vehicle plus charging station at office |
| Cyber Security | Reserves | 10 | Work towards replacing our firewall with SASE |

## 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. 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 signed up to and including the 2027/2028 year**.** The Australian Government work orders have also been signed up to and including the 2027/2028 year. The financial statements are based on receiving State funding equal to the funding amounts communicated for the next two years. The Australian Government funding is based on receiving the amounts signed off in the work orders for the next two years. As the State funding agreements and the Australian Government work orders finish at the end of the 2027/2028 year the 2028/2029 year has been based on an average of the previous 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 Underpinning Assumptions for the next five years, section 3.2.

### Cost Recovery

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

