

# Corporate Plan 2020-21





Creating  
natural resource  
management  
partnerships and  
programs that  
deliver lasting  
change

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## Acknowledgment of Country

The North Central Catchment Management Authority acknowledges Traditional Owners within the region, their rich culture and spiritual connection to Country. We also acknowledge the contribution and interest of Aboriginal and Torres Strait Islander people and organisations in land and natural resource management, and pay respects to Elders past, present and emerging.



# Foreword from the Chair

The North Central CMA is a leader in natural resource management across north central Victoria. We're dedicated to achieving our vision of sustainably managed land, water and biodiversity resources that support productive and prosperous communities. Whatever the uncertain times, our commitment remains constant.

Whilst the coronavirus (COVID-19) pandemic has impacted how we traditionally do business and presents some ongoing complexity; we view the 2020-21 year as one of getting on with the job and continuing to pursue new opportunities and innovation.

In this Corporate Plan we have addressed the impacts of COVID-19 on our ability to deliver the priority areas and described the actions taken or planned to address these impacts. Pleasingly, we expect to continue with much of what we had set out to do, in different ways where necessary, to ensure the wellbeing of the community, our stakeholders and staff. It is especially important that we remain flexible and can act adaptively this year.

One emerging opportunity is the Victorian Government's \$500 million Working for Victoria initiative, established to assist those who have lost their jobs due to impacts of COVID-19 to find new work opportunities. We plan to boost resources available for natural resource management by establishing work crews across the region to deliver much needed works that will have far-reaching positive environmental, social and economic impacts.

We will continue to focus on creating successful outcomes and value within our focus areas, and progress our important long-term work. Some highlights from this year's program of works include:

1. Developing our regional integrated catchment management approach through the renewal of the North Central Regional Catchment Strategy (RCS). Through consultation we are defining a shared and compelling vision for the region's natural resources, identifying those most in need of our attention, and will create a regionally-owned program of work and commitment with our partners and the community to secure them for the future.
2. Implementing the CMA created Climate Change Commitment and Action Plan that will drive adaptation thinking and action central in all of our work. Climate change adaptation and mitigation will be embedded into the renewal of the North Central RCS and will continue to be embedded into regional natural resource management programs. This builds upon the knowledge outlined in the North Central Climate Change Adaptation and Mitigation Plan as to how the region's natural resources are likely to respond to climate change and sets out adaptation and mitigation opportunities.

3. Continuing to build relationships with the seven Traditional Owner groups in our region to achieve shared aspirations for healthy Country. Programs will be developed together guided by key drivers including Recognition and Settlement Agreements, Country Plans, and our Reconciliation Action Plan.
4. Progressing the recently granted \$7 million Victorian Government stimulus investment in environmental infrastructure works in the Gunbower and Lower Loddon area that will help native fish to breed and move along a fish 'superhighway'. This progress builds on the sharp focus and persistence associated with our entrepreneurial Native Fish Recovery Plan.

We understand the value of thinking and acting innovatively and aim to bring new public and private partnerships to the table for regional natural resource management investment and collective impact. Our new Business Development Program will create focus, relationships and traction on a pipeline of innovative strategies and projects that can deliver on our CMA objectives and meet the region's needs. We will continue to reflect and improve upon the successful core projects for which we are renowned.

Due to good management and oversight, the organisations current financial position is stable. This plan sets out financial statements based on estimated revenue for the 2020-21 year informed by the best advice available at the time. In planning for the 2020-21 year we have tested a range of scenarios to ensure we are on the front foot in the event of government budget change and can evolve and reset our programs and budgets to meet emerging funding circumstances.

On behalf of the North Central CMA team, we look forward to working with the Victorian Government and our regional community, industry, Traditional Owners and government partners to realise the outcomes outlined in this Corporate Plan.



Julie Miller Markoff  
Chair





# 1. About the North Central CMA

The North Central Catchment Management Authority (CMA) is the lead natural resource management (NRM) agency in north central Victoria and has a track record of creating natural resource management partnerships and programs that deliver lasting change.

Established in 1997 under Victoria's *Catchment and Land Protection Act 1994 (CaLP Act)* the North Central CMA also has powers and functions under the *Water Act 1989 (Water Act)*. It is accountable to the Hon. Lisa Neville MP, Minister for Water and the Hon. Lily D'Ambrosio MP, Minister for Energy, Environment and Climate Change via the Department of Environment, Land, Water and Planning.

## The North Central CMA region

The North Central CMA region covers about three million hectares or 13 per cent of Victoria. It is bounded by the Murray River to the north, Mt Camel Range to the east and the Great Dividing Range to the south. The region's rich natural assets have been reserved as regional and national parks, internationally significant wetlands, flora and fauna reserves and reference areas from the gold-mining era.

The region has a population of more than 240,000 people, concentrated in the growing regional hub of Bendigo and the townships of Echuca, Swan Hill, Charlton, Donald, St Arnaud, Maryborough, Castlemaine, Kyneton and Heathcote.

There are four major river systems in the catchment; the Campaspe, Loddon, Avoca, and Avon- Richardson rivers. The Campaspe and Loddon rivers are regulated systems that flow to the Murray River. Across the catchment there are 1,619 wetlands covering 84,325 hectares with 77 per cent considered to be of regional, national or international importance.

The region includes the traditional land of the Dja Dja Wurrung, Barapa Barapa, Wamba Wamba, Yorta Yorta, Taungurung, Wadi Wadi and Wergaia represented by the Barengi Gadjin Land Council. The North Central CMA recognises the connection Traditional Owners and Aboriginal and Torres Strait Islander communities and organisations have with Country and their obligations, rights and responsibilities to use and care for it.

The North Central CMA region is diverse. Eighty-seven per cent of land is privately owned and much of it is used for agriculture. The region comprises a rich variety of land and soil types that sustain a range of agricultural enterprises. There are extensive areas of irrigation in the north, productive, large-scale cropping in the west and mixed farming in the mid and upper catchments to the south. Intensive animal and horticultural enterprises are also found throughout the region. In the southern area, particularly near major population centres, traditional agricultural pursuits are giving way to smaller enterprises and rural living zones.

While many profitable farms remain south of Bendigo, this transition is being driven by increased land amenity values which, in most cases, exceed the primary production capacity of the land. Significant natural resource assets also exist on private land, particularly remnant woodlands, grasslands and wetlands that haven't been cleared for farming, making private land managers key partners in natural resource management across the region.

The region spans a number of local government areas, incorporating the Loddon Shire, Mount Alexander Shire, Central Goldfields Shire, Hepburn Shire, Gannawarra Shire, City of Greater Bendigo and Campaspe Shire and parts of the Northern Grampians, Buloke, Pyrenees Shires, City of Ballarat, Macedon Ranges Shires and the Swan Hill Rural City.

# 2. Governance

The 10 Victorian CMAs, including the North Central CMA, were established under and deliver legislative requirements of the *Catchment and Land Protection (CaLP Act 1994)* and the *Water Act 1989*, according to a Statement of Obligations issued by the Minister for Water in January 2018. The updated Statement of Obligations aligns with the Victorian Government's *Water for Victoria* and *Our Catchment Our Communities* initiatives.

As a public sector entity, the *Public Administration Act 2004*, *Financial Management Act 1994*, *Freedom of Information Act 1982*, *Privacy and Data Protection Act 2014*, *Protected Disclosure Act 2012* and other associated statutory instruments, Ministerial Directions, state and federal government programs and departmental requirements provide further guidance to the CMAs on their governance requirements.

Under the *CaLP Act*, CMAs are governed by ministerially appointed Boards and have a Board Charter that sets out their governance framework. The North Central CMA has a Board Charter that is reviewed annually.

The North Central CMA's Board, Committees and staff have a strong commitment to continual improvement in maintaining high standards of corporate governance.

These high standards are supported through a structure and culture that establishes and maintains the appropriate separation of duties and demands accountability and performance in all aspects of the organisation.

## 2.1 Reporting structure

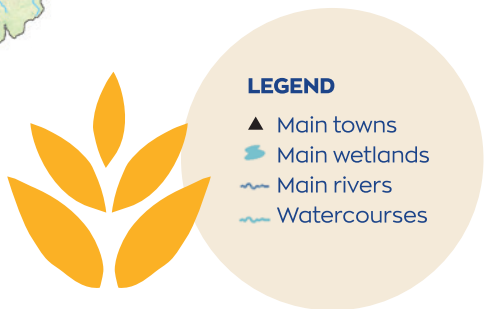
The North Central CMA is a statutory authority that reports through the Department of Environment, Land, Water and Planning (DELWP) to the Minister for Water and Minister for Energy, Environment and Climate Change and, ultimately, the Parliament of Victoria.

This Corporate Plan, together with the North Central CMA Annual Report, provides the basis for:

- Planning, managing and monitoring the North Central CMA's overall performance.
- Reporting to the Board and stakeholders on the North Central CMA's business.
- Demonstrating compliance with legislative obligations, ministerial directions and departmental requirements.

In addition to this Corporate Plan, the North Central CMA provides a range of other documents to Ministers to demonstrate compliance and performance:

- North Central CMA Annual Report.
- Victorian CMA Actions and Achievements Report.
- North Central CMA Board annual performance assessment results.



## 2.2 Board and committees

The Victorian Government appoints diverse Boards of up to nine members to govern CMAs based on their skills and background relevant to natural resource management. Board members may also have a valuable connection to their local community and represent community values and priorities when considering strategic issues relating to the protection and improvement of the region's natural resources.

The Board has six standing committees each chaired by a Board member, complemented by a range of project specific committees.

### Community Leaders Group

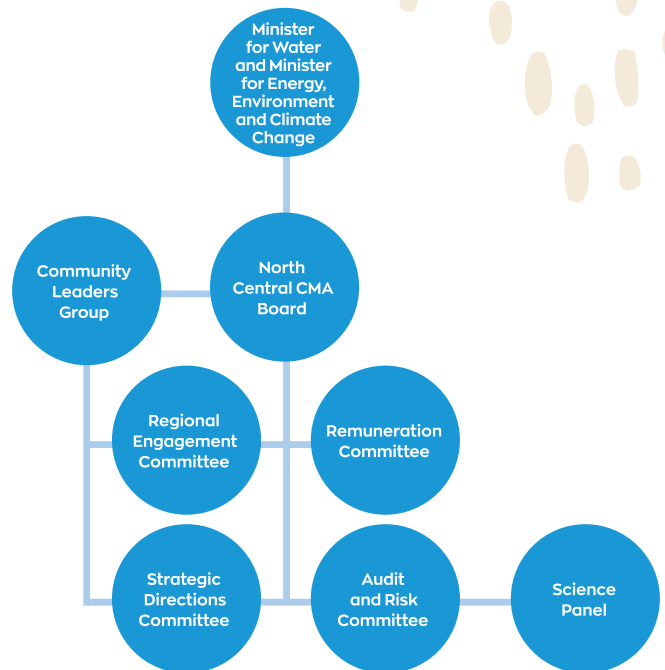
Members of the Community Leaders Group have specific appointed roles as chair of project/program committees and/or participating in strategy initiatives (e.g. strategy development or Board sub-committees). These projects and programs have a significant community interface and members bring personal expertise and a community linkage to the work of the North Central CMA.

### Regional Engagement Committee

Strategically analyses, develops, monitors and coordinates approaches and practices in relation to the way we engage with our partners, stakeholders and the general community. Membership consists of three Board members, nominated and endorsed by the full Board and three Community Leader Group members.

### Strategic Directions Committee

Supports the North Central CMA to deliver on the strategic direction of the North Central Regional Catchment Strategy (RCS) and sub-strategies. Membership consists of three Board members and two Community Leader Group members.



### Audit and Risk Committee

Monitors and evaluates the adequacy and effectiveness of the corporate governance and risk management frameworks. Membership consists of three Board members nominated and endorsed by the full Board and an external, independent member. It is supported by the Chief Executive Officer (CEO), Executive Manager Corporate Services, and Financial Accountant.

### Remuneration Committee

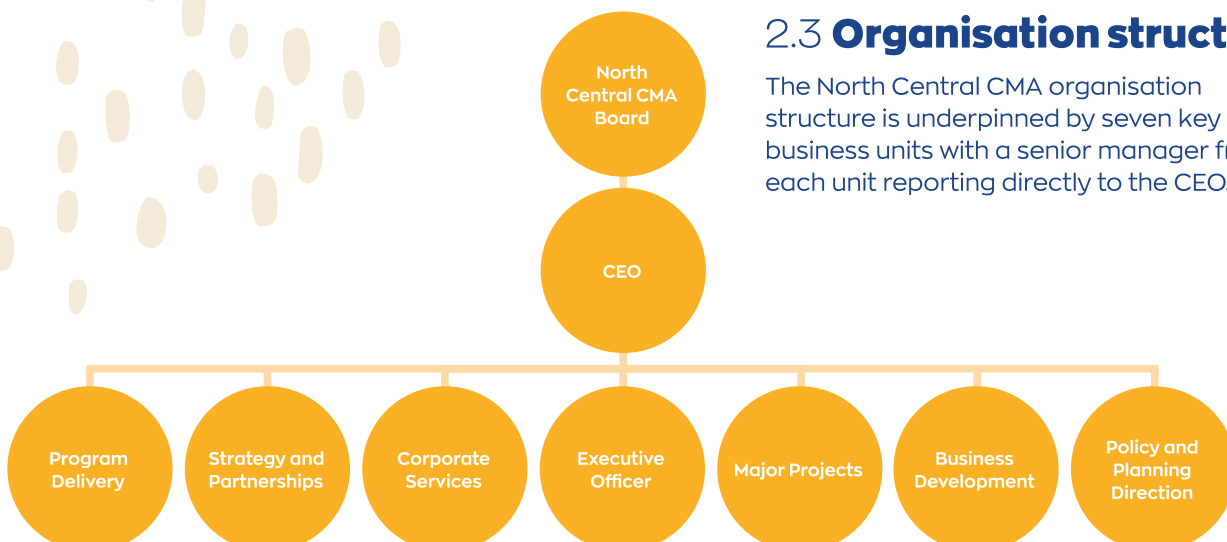
Oversees the management, performance and remuneration of the CEO. The committee is made up of three Board members nominated and endorsed by the full Board.

### Science Panel

The Science Panel stewards long-term, evidence-based knowledge management and ensures that this is embedded into our strategies and projects as well as undertaking key tactical tasks to respond to challenging or contested areas of science. It is chaired by a Board member and will be made up of recognised academic or industry experts relevant to the work of the North Central CMA.

## 2.3 Organisation structure

The North Central CMA organisation structure is underpinned by seven key business units with a senior manager from each unit reporting directly to the CEO.





# 3. Business direction

The strategic direction and responsibilities for all CMAs are guided by the *CaLP Act* and *Water Act*, along with their complementary Statement of Obligations (SoO), Ministerial Letter of Expectations and other key government strategic directions and programs.

## 3.1 Victorian Government policy priorities

In March 2020, the Minister for Water issued a Letter of Expectations to the North Central CMA outlining nine key Victorian Government policy priorities and performance expectations:

1. Improved Performance and Demonstrating Outcomes
2. Climate Change
3. Waterway and Catchment Health
4. Water for Agriculture
5. Community Engagement and Partnerships
6. Recognise and Support Aboriginal Cultural Values and Economic Inclusion in the Water Sector
7. Recognise Recreational Values
8. Resilient and Liveable Cities and Towns
9. Leadership, Diversity and Culture

These priorities are detailed in Table 2 along with key performance indicators for each measure and align with the outcomes and outcome indicators in the Business Outcomes Framework (Table 1) and Delivery Program outcomes in section 6.2.

## 3.2 North Central CMA's strategic direction

The North Central CMA's strategic direction creates a clear, purposeful and enabling path for the organisation. It is developed by the Board to ensure the delivery of the best possible value for our communities, government and interested stakeholders.

The 'our culture' component of the strategic direction will be refined in consultation with staff over the coming year to better reflect the organisation's appetite towards new challenges, innovation and collaboration.

### Our purpose (mission)

We create natural resource management partnerships and programs that deliver lasting change.

### Our vision

Sustainably managed land, water and biodiversity resources that support productive and prosperous communities now and in the future.

### Our approach

#### Connecting natural resource management activities

- Delivering water for the environment and improving riparian habitat.
- Supporting productive agricultural land.
- Linking healthy biodiversity.
- Adapting our landscape to a changing climate.

#### Enabling active communities

- Supporting community action.
- Collaborating with Traditional Owner and Aboriginal groups.
- Partnering with government, industry and community.

#### Supporting sound decisions with knowledge

- Gathering knowledge from traditional, local and scientific sources.
- Sharing knowledge and information to empower our community.
- Fulfilling our statutory roles in floodplain management to prepare and protect the community.

### Our culture

As a public-sector entity we behave in line with the Victorian Public Sector values.

#### We are knowledgeable, engaging and reliable.

We do this by:

- seeking to understand
- being honest and taking responsibility
- seeing something and doing something
- showing respect
- actively engaging



# 4. Business outcomes

In previous Corporate Plans, we have focused on the delivery of outputs such as activities, products or services. However, through our projects and programs we deliver significant community value and tracking our output achievement alone undervalues our achievements for the region’s natural resources and community. In order to improve our capacity to tell the story of the contribution our programs make to the desired end-state of prosperous individuals, families and communities, we have shifted to a outcomes focus.

The Victorian Government’s public-sector reform agenda has established an Outcome Framework (Figure 1) for all government agencies. The Outcome Framework promotes consistent approaches and language as well as consistent measurement systems.

The outcomes-based approach to government focuses on actual results achieved, rather than inputs and outputs. A focus on outcomes provides a clear line of sight from investment through to success.

The Business Outcomes Framework outlines what the North Central CMA will do to achieve the top two tiers of the Victorian Government Outcome Framework through our 2020-21 Corporate Plan. Importantly it sets out how we will measure success against our vision, mission and approach.

The outcomes and outcome indicators have been developed to enable us to tell the story about how we deliver on our business objectives and in turn, our vision and mission. We will report against the achievement of these outcome indicators in annual reports.

The programs and projects delivered by the organisation in 2020-21 and beyond are detailed in planned programs, services and infrastructure delivery section of this Corporate Plan. To demonstrate how each project contributes to achieving the outcomes, the outcome indicators relevant to that project have been listed. This provides a line of sight demonstrating how a project contributes to the organisation’s vision.

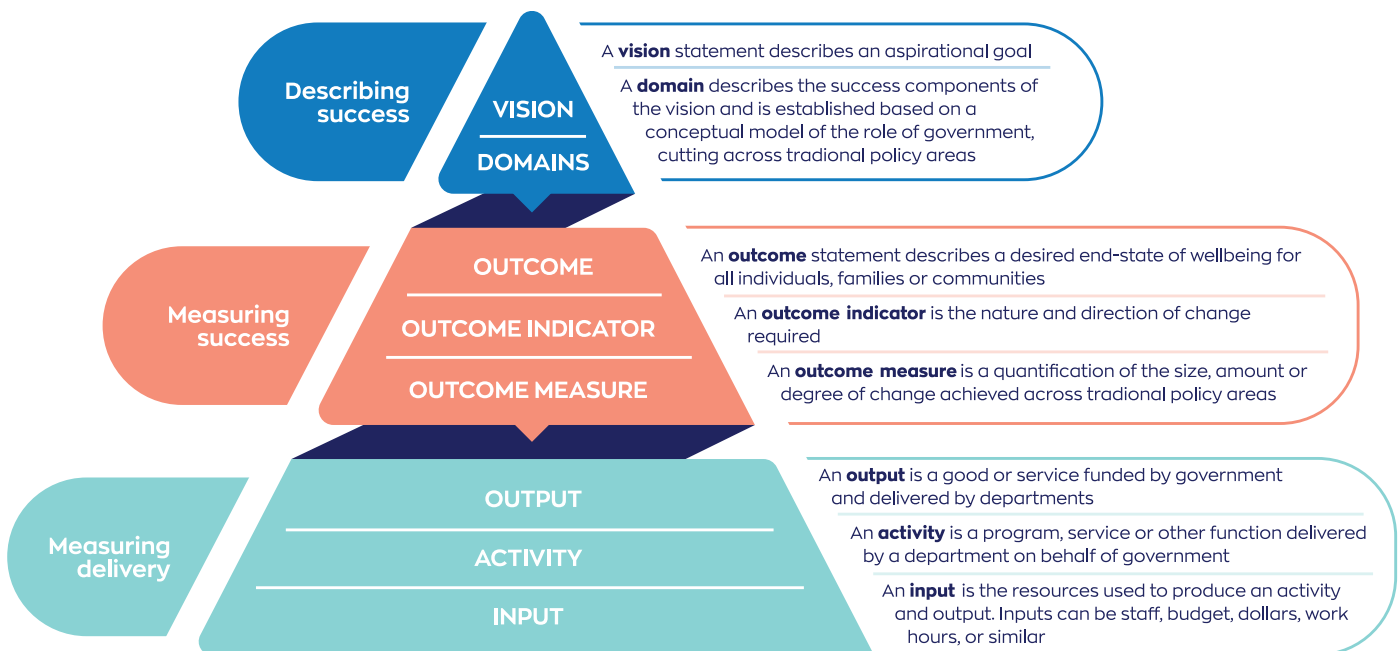


Figure 1 Victorian Government Outcome Framework Diagram

## 4.1 Business Outcomes Framework

Our business outcomes align with the Victorian Government’s policy priorities, including a strong focus on climate change in everything we do,

and our programs outlined below will ensure we continue to improve our performance and are able to demonstrate our value to the community.

Table 1 **North Central CMA Business Outcome Framework**

**Vision** **Sustainably managed land, water and biodiversity resources that support productive and prosperous communities now and in the future.**

Domains	Outcomes	Outcome Indicator	Measure	Outputs	Business Unit Alignment
Healthy Environment	Priority waterways and associated riparian zones are providing enhanced social, economic and environmental services to the community	a. Increased waterway protection and/or improved management	Hectares; number of systems with seasonally correct environmental flows	Fence, vegetation, weed control, pest control, water, grazing, management agreement, engagement event, approval and advice, partnership	Environmental Assets, Water for the Environment, Strategy and Partnerships, Statutory Functions and Floodplain Management
	Priority wetlands and associated riparian zones are providing enhanced social, economic and environmental services to the community	b. Increased wetland protection and/or improved management	Hectares	Fence, vegetation, weed control, pest control, water, grazing, management agreement, engagement event, partnership	Environmental Assets, Water for the Environment, Strategy and Partnerships
	Planning guidelines, advice and agencies are reducing the costs and impacts of flooding to property and asset owners, while maintaining floodplain connectivity and flow paths	c. Reduced flood risk	Hectares/ number of properties	Approval and advice, partnership, measurement station, assessment engagement event	Statutory Functions and Floodplain Management
	Priority ecosystems are providing enhanced social, economic and environmental services to the community and protecting threatened species for future generations	d. Increased biodiversity protection and/or improved management	Hectares	Waterway structure, fence, vegetation, weed control, pest control, water, grazing, management agreement, engagement event	Environmental Assets, Water for the Environment, Strategy and Partnerships
	Appropriate land use and management practices are enabling economic profit for farmers, while minimising social and environmental impacts for the community	e. Improved agricultural management	Hectares	Fence vegetation, soil treatment, grazing, agricultural practice, assessment, engagement event, partnership, plan	Sustainable Agriculture





Vision

**Sustainably managed land, water and biodiversity resources that support productive and prosperous communities now and in the future.**

Domains	Outcomes	Outcome Indicator	Measure	Outputs	Business Unit Alignment
Knowledgeable and Active Communities	The community is aware, knowledgeable, skilled and resourced to actively participate in environment and agricultural management	<ul style="list-style-type: none"> <li>f. Maintain Landcare Group Health</li> <li>g. Increased participants knowledge, awareness, skills and/ or attitude (KASA)</li> </ul>	Group Health Score; percentage of respondents with increase in KASA	Fence, vegetation, weed control, pest control, engagement event, partnership	All
	Traditional Owners are aware, knowledgeable, skilled and resourced to actively participate in managing Country	h. Increased number of projects with Traditional Owner participation in decision-making about design and delivery	Count of projects	Fence, vegetation, weed control, pest control, engagement event, partnership	All

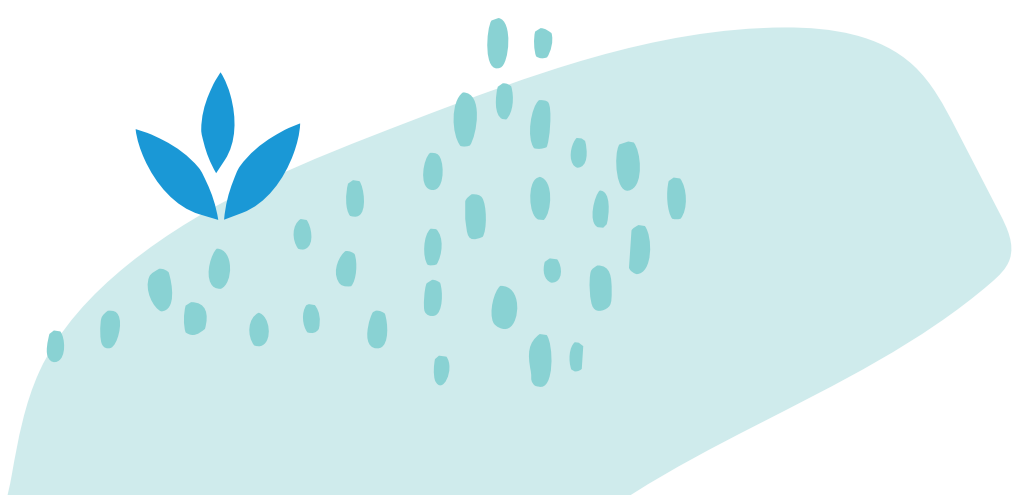


Table 2 **Minister’s Letter Of Expectations Measures Table**

Priority Area	Outcome Indicators	Measure
<b>1. Improved Performance and Demonstrating Outcomes</b>	PE1 Improved performance and demonstrated results against outcomes	PE1.1 Collaborating with DELWP to improve reporting systems and processes
		PE1.2 Demonstrate outcomes of government investment into waterways and catchment health
		PE1.2 Deliver efficiency through shared services, smarter procurement and lower-cost technology
		PE1.4 Commit to working collectively via Vic Catchments membership to strengthen collaboration and performance in the catchment management sector in Victoria
<b>2. Climate Change</b>	E4 Active investigation into new opportunities that sequester carbon	E4.1 Explore opportunities to sequester carbon and generate carbon offsets
		E4.2 Progression of climate change adaptation initiatives outlines in climate change and catchment strategies
<b>3. Waterway and Catchment Health</b>	CH2 Improved catchment health and resilience	CH2.1 Develop and coordinate the implementation of your new Regional Catchment Strategy according to legislative changes and new guidelines established by the Victorian Catchment Management Council
		CH2.2 Deliver integrated catchment management in line with Water for Victoria and building on the legacy of Our Catchments Our Communities with strengthened performance across environmental, social and economic outcomes
		CH2.3 Report on Catchment Partnership Agreements for your region in accordance with the Framework for Catchment Partnership Agreements
<b>4. Water for Agriculture</b>	WA1 A productive and profitable irrigation sector and vibrant and resilient regional communities	WA1.1 Promoting sustainable irrigation management practices to support the growth and viability of regional communities
		WA1.2 Planning and coordinating activities to manage salinity, waterlogging and water quality in agricultural areas
		WA1.3 Providing flexibility for agriculture to continue to adapt to change and help the sector do more with less water
<b>5. Community Engagement and Partnerships</b>	CE1 A strong community engagement focus that is a cornerstone of all CMA’s functions	CE1.1 Continue to build extensive, effective and consistent approaches to community engagement and partnerships in regional planning and implementation
		CE1.2 Work collaboratively with organisations and communities to strengthen engagement approaches and capacity

Priority Area	Outcome Indicators	Measure
<b>6. Recognise and Support Aboriginal Cultural Values and Economic Inclusion in the Water Sector</b>	AC1 Effective engagement of Traditional Owners	AC1.1 Number of engagements with Traditional Owners in water planning and management and report on outcomes
<b>7. Recognise Recreational Values</b>	RV1 Water services that explicitly consider recreational values, within existing frameworks	RV1.1 Evidence that recreational values are considered in waterway health and environmental water planning
	RV2 Engagement with the community to identify and prioritise opportunities to deliver recreational objectives relating to the management of water and waterways	RV2.1 Number of engagement processes with community or stakeholders that identified and considered recreational values of waterways
	RV3 Accessible and user friendly information for recreational users about waterway conditions to help community members plan their recreational activities	RV3.1 Evidence of improvements to information sources (e.g. online)
	RV4 Collaboration with other organisations	RV4.1 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, partnerships with other organisations or agencies in site-based or regional projects, and/or amounts of co-investment with other organisations
<b>8. Resilient and Liveable Cities and Towns</b>	LC1 Healthy communities and supporting resilient environments	LC1.1 Collaborating with water corporations and local government, including the participation in Integrated Water Management Forums, to enhance public spaces through integrated water management in existing and new urban environments
		LC1.2 Participating in the development and implementation of integrated water management plans, particularly through prioritising measures to enhance urban waterway values
<b>9 Leadership, Diversity and Culture</b>	G1 Diversity and inclusion	G1.1 Encouraging staff participation in the Victorian Public Sector Commission 'People Matter Survey' or equivalent survey
		G1.2 Developing strategies and goals that will increase cultural diversity in the workforce and gender equity in executive leadership and throughout the organisation



# 5. Coronavirus (COVID-19) impact statement

The World Health Organisation announced a world-wide pandemic on 11 March 2020. In response to the coronavirus (COVID-19) outbreak, the Victorian Government declared a State of Emergency on 16 March and introduced a range of measures to stop its spread, such as social-distancing, restrictions on social gatherings and advice to work from home. These measures impacted our business direction and planned activities for the 2019-20 financial year and responses to the pandemic will continue to have some impact for the foreseeable future.

We took immediate steps following government directions and enacted our Pandemic Action Plan. The Plan includes a range of initiatives to ensure the health and well-being of our staff and communities such as modified work practices, including the review of our program delivery, flexible working arrangements and staff support.

This section of our plan provides:

- a statement on the impacts of COVID-19 on delivering the priority areas identified in the Letter of Expectations
- a statement on actions taken or planned to address the impacts raised in the previous point (if appropriate)
- a statement outlining initiatives put in place by the North Central CMA to support staff and the community during COVID-19.

Despite the challenges to the normal way we do business, we are finding new and innovative ways to deliver natural resource management partnerships and programs that deliver lasting change.



Table 3 **COVID-19 impact and action statement**

Letter of Expectation priority area	Nature and level of impact on delivery	Actions to address impacts
<b>Improved Performance and Demonstrating Outcomes</b>	No material impact	
<b>Climate Change</b>	No material impact	
<b>Waterway and Catchment Health</b>	Regional Catchment Strategy (RCS) development delayed due to safety measures – Moderate impact	Our RCS development approach involved face-to-face consultation in March 2020. Alternative online consultation methods were promoted and the face-to-face consultation will be rescheduled when it is safe to do so. While preparation work has continued, the overarching development schedule will be revisited, and new tasks and timelines established with the steering committee.
	Onground NRM project delivery impacted due to safety measures – Minor impact	On-ground works have continued with strict safety measures e.g. increased hygiene practices, travelling to work sites in separate vehicles and contacting landholder prior to site visit. In some cases, works have not been able to proceed due to landholder concerns or risks to contractors. These works have been rescheduled for delivery when restrictions have eased and variations with project investors sought where necessary.
<b>Water for Agriculture</b>	Land and Water Management Plan development approach modified due to safety measures – Minor impact	Consultation with stakeholders and community to progress the renewed Land and Water Management Plan has been conducted online. This online engagement complements previous face-to-face community and stakeholder engagement.
	Farmer extension activities have been changed to remote delivery – Minor impact	Our Regenerative Agriculture program and community groups are hosting webinars in partnership on issues such as seasonal outlook, farm succession planning to keep communities engaged and informed.



Table 3 **COVID-19 impact and action statement**

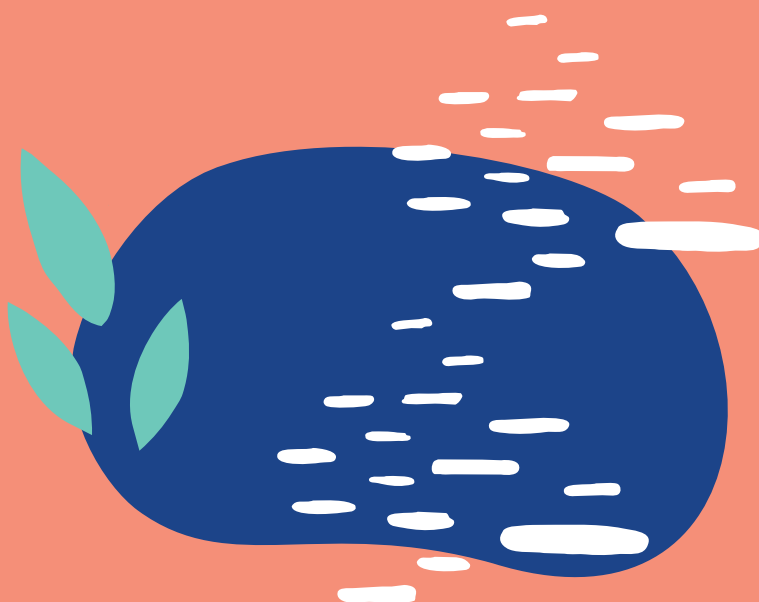
Letter of Expectation priority area	Nature and level of impact on delivery	Actions to address impacts
<p><b>Community Engagement and Partnerships</b></p>	<p>Planned community engagement activities and events have been impacted due to safety measures – moderate impact</p>	<p>Planned community face-to-face engagement and event activities postponed.</p> <p>A series of community Roundtable sessions to capture local knowledge and aspirations to guide the new North Central Regional Catchment Strategy 2021-27 postponed. We have provided opportunities to engage through online platforms such as Engage Vic and via our social media channels.</p> <p>Stakeholder and project meetings have been conducted online or delayed where this was not practical.</p> <p>We continue to develop a monthly Landcare and Waterwatch community newsletter that is circulated to stakeholders and available on our website.</p>
<p><b>Recognise and Support Aboriginal Cultural Values and Economic Inclusion in the Water Sector</b></p>	<p>Engagement with Traditional Owners has been significantly disrupted – moderate impact</p>	<p>Our Traditional Owner partners have been cautious in responding to COVID-19 and have generally decided not to continue face-to-face engagement, even with modified practices to make it safe to do so (e.g. cultural heritage field work). Alternative remote engagement approaches have been difficult due to limitations in access to necessary technology.</p>
<p><b>Recognise Recreational Values</b></p>	<p>No material impact</p>	
<p><b>Resilient and Liveable Cities and Towns</b></p>	<p>No material impact</p>	
<p><b>Leadership, Diversity and Culture</b></p>	<p>People Matters Survey postponed due to public sector disruption – major impact</p>	<p>Participation will be encouraged when the People Matters Survey is next scheduled. In the meantime, we continue to have a strong focus on the engagement, sentiment and wellbeing of staff.</p>
	<p>Aboriginal student placements suspended for Term 2 – moderate impact</p>	<p>The Aboriginal student placements are a key initiative promoting cultural diversity in the workplace. TAFE training program has been suspended, although we have undertaken some online sessions with students. We have suspended the program due to the inability to provide meaningful work experiences. Participating students will be re-engaged once restrictions are eased.</p>



The health and well-being of our staff and communities is paramount in our decision-making.

Table 4 **Initiatives undertaken to support staff and the community during COVID-19:**

Initiative	Details
<b>Modified work practices</b>	<ul style="list-style-type: none"> <li>• Office was closed to the public on Tuesday 24 March.</li> <li>• Additional hygiene products available to staff.</li> <li>• Social distancing measures required when undertaking work activities.</li> <li>• Face-to-face engagement activities with community and stakeholders postponed and alternative methods adopted.</li> </ul>
<b>Flexible work arrangements</b>	<ul style="list-style-type: none"> <li>• Majority of staff directed to work from home from Tuesday 24 March.</li> <li>• Working from home checklist completed by all staff to ensure their safety.</li> <li>• Technology available to enable staff to work from home including the previous migration of online systems to 'the cloud'.</li> <li>• Special leave made available as an additional flexibility measure for parents supporting children learning at home while schools closed.</li> </ul>
<b>Staff support</b>	<ul style="list-style-type: none"> <li>• All staff meetings moved online to enable weekly updates and communication.</li> <li>• Promotion of the Employee Assistance Program and additional web-based resources made available to support psychological wellbeing (e.g. LIFT fitness app, webinars on emotional wellbeing during COVID-19 and talking with children, Joy in the Juggle program for working parents).</li> <li>• Increased frequency of manager 'check ins' with staff.</li> </ul>



# 6. Planned services and infrastructure delivery

While there is uncertainty to our funding outlook and subsequent activities for the 2020-21 year due to COVID-19 disruptions, we intend to deliver our projects and programs and service delivery to ensure:

- Performance against the Victorian Government's policy priorities (Letter of Expectations).
- Alignment with the Regional Catchment Strategy (RCS) and sub-strategies (refer to 6.1).
- Contribution to the Victorian and Australian Government policies and priorities.
- Confidence in our ability to secure lasting environmental, social and economic outcomes.
- Delivery through partnerships and regular advice from stakeholders.
- Value for money outcomes achieved through best practice project management methodology.
- Continuous improvement through strong focus on monitoring and evaluation across the project life cycle.

The program may be refined during 2020-21 to reflect changes to state and federal government funding and resources.

## 6.1 Regional Catchment Strategy

The North Central RCS is the key planning document that sets regional priorities for the management of natural resources across the region to strengthen the links between rivers, landscapes and people. A range of sub- strategies (Figure 2) provide further detailed guidance to the activities of the North Central CMA.

While much of the organisation's activity is managed through separate programs described below, an integrated approach is taken to the management of NRM assets consistent with the objectives of the North Central RCS, the Loddon Campaspe Irrigation Region Land and Water Management Plan, the 2014-22 North Central Regional Waterway Strategy and other relevant theme-based strategies. The North Central Climate Change Adaptation and Mitigation Plan, along with the North Central Regional Sustainable Agriculture Strategy, strengthen the strategic planning approach for achieving enduring environmental change across north central Victoria by factoring in the vulnerability of different assets to the climate change predictions for the region.

To deliver on various strategies the North Central CMA has established a range of projects and programs that organise and drive the operational activity of the organisation.

The nature and scope of the North Central CMA's projects and programs contribute to the achievement of its business objectives and business outcomes. These are delivered through Delivery, Business Improvement and Business Development programs to ensure quality outcomes are achieved.

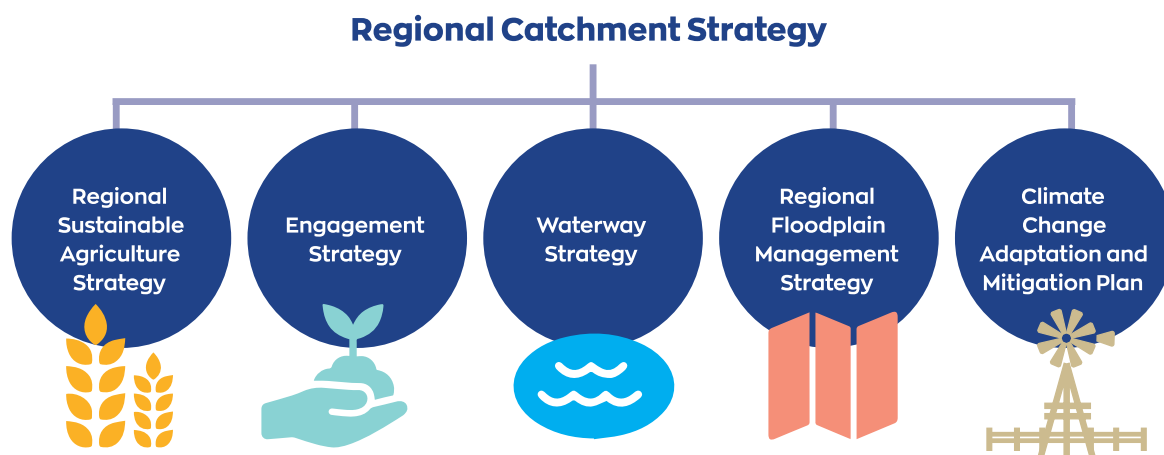


Figure 2 **Sub-strategies of the Regional Catchment Strategy**

## 6.2 Delivery program

The North Central CMA is principally responsible for protecting and improving the health of the region’s natural resources through partnerships in line with the RCS and sub-strategies, and delivering its statutory responsibilities for waterway, rural drainage and floodplain management

Business units within the North Central CMA that contribute directly to our Delivery Program are:

- Environmental Assets
- Major Projects
- Water for the Environment

- Sustainable Agriculture
- Strategy and Partnerships
- Statutory Functions and Floodplain Management

The Delivery Program for each business unit is described below along with the contribution each activity makes to the Business Outcomes Framework (Table 1).

<b>Projects</b>	Describes the nature and scope of the projects to be delivered over the Corporate Plan period
<b>Outcome indicators</b>	Identifies the outcome indicator from the Business Outcomes Framework and alignment to *Victorian Government policy priorities and measures (Table 2) to which the project mostly contributes
<b>CMA Strategy</b>	Establishes strategic importance of the project
<b>External Strategy</b>	Regional, Victorian or Australian Government strategies or programs to which the project mostly contributes
<b>Outputs</b>	Describes the standard outputs that are in scope for the planned project



## Environmental assets

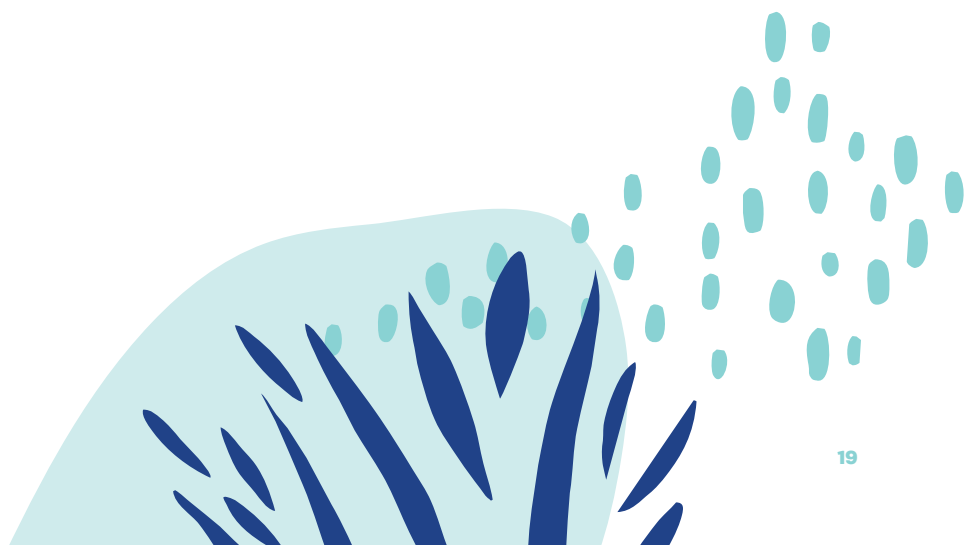
The Environmental Asset program is responsible for delivering a broad range of projects aimed at improving the health of waterways, wetlands and biodiversity within our region. The program delivers on the priorities identified within the Regional Catchment Strategy, the North Central Waterway Strategy, and a range of international environmental obligations. The program also works closely with the broader north central Victorian community and key Traditional Owner groups to help build capacity for delivering shared benefits across the region.



Projects	Outcomes	CMA Strategy	External Strategy	Outputs
<b>Waterway Health On-ground Works and Community Engagement</b>				
<ul style="list-style-type: none"> <li>Delivers a range of activities to improve waterway health, build capacity and support our community.</li> <li>Delivers largescale river restoration projects (Caring for the Campaspe).</li> <li>Restores native fish populations through the Murray and Loddon Floodplain Native Fish Recovery project.</li> <li>Continues sharing of ideas, transferring knowledge, and collaborating on initiatives with Traditional Owners.</li> <li>Improves riparian conditions and management of Birch's Creek and the Upper Coliban waterways using traditional waterway management approaches and strategic partnerships and initiatives.</li> <li>Supports Landcare initiatives on riparian land as part of the annual Community Grants program.</li> </ul>	<p>a, g: 1, 3, 5, 4, 8: PE1.2, CH2.1, CH2.2, CE1.1, CE1.2, RV1.1, RV2.1, RV4.1, AC1.1, LC1.1 LC1.2</p>	<ul style="list-style-type: none"> <li>North Central Regional Waterway Strategy 2014-22</li> </ul>	<ul style="list-style-type: none"> <li>Water for Victoria</li> <li>Regional Riparian Action Plan</li> <li>Victorian Waterway Management Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Fence</li> <li>Vegetation</li> <li>Weed control</li> <li>Grazing</li> <li>Management Agreement</li> <li>Engagement event</li> <li>Partnership</li> <li>Publication</li> <li>Waterway structure</li> <li>Monitoring structure</li> <li>Earthworks</li> <li>Assessment</li> </ul>
<b>Protecting Investment and Building Capacity</b>				
<ul style="list-style-type: none"> <li>Enhance river health outcomes achieved throughout the catchment by ensuring previous works are being maintained and where possible improved by landholders.</li> </ul>	<p>g: 1, 3, 5: PE1.2, CH2.1, CH2.2, CE1.1, CE1.2</p>	<ul style="list-style-type: none"> <li>North Central Regional Waterway Strategy 2014-22</li> </ul>	<ul style="list-style-type: none"> <li>Victorian Waterway Management Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Assessment</li> <li>Partnership</li> <li>Information management system</li> <li>Vegetation</li> <li>Weed control</li> </ul>



Projects	Outcomes	CMA Strategy	External Strategy	Outputs
<b>Threatened Species</b>				
<ul style="list-style-type: none"> <li>Increases the extent and quality of wetland habitats to contribute to the recovery of the Australasian bittern and growling grass frog.</li> </ul>	b, d, g: 3, 5, 7: CE1.1, CE1.2, CH2.2, AC1.1, RV2.1, RV4.1	<ul style="list-style-type: none"> <li>North Central Regional Catchment Strategy 2013-19</li> </ul>	<ul style="list-style-type: none"> <li>Victorian Waterway Management Strategy</li> <li>Australian Government Threatened Species Strategy</li> <li>Australia's Biodiversity Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Vegetation</li> <li>Fence</li> <li>Weed control</li> <li>Grazing</li> <li>Earth works</li> <li>Management Agreement</li> <li>Waterway structure assessment</li> </ul>
<b>Ramsar Site Management</b>				
<ul style="list-style-type: none"> <li>Improves the ecological character of the Kerang Wetlands and the Gunbower Forest through traditional on-ground works such as revegetation and pest control.</li> <li>Strengthen regional partnerships around monitoring and management.</li> </ul>	b, d: 1, 3, 5, 9: PE1.2, PE1.3, CH2.2, CE1.1, CE1.2, AC1.1, RV2.1,	<ul style="list-style-type: none"> <li>North Central Regional Catchment Strategy 2013-19</li> </ul>	<ul style="list-style-type: none"> <li>Victorian Waterway Management Strategy</li> <li>Australia's Biodiversity Strategy</li> <li>Australian Pest Animal Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Assessment</li> <li>Weed control</li> <li>Pest management</li> <li>Partnership</li> <li>Management Agreement</li> </ul>
<b>Grasslands</b>				
<ul style="list-style-type: none"> <li>Protects and enhances high quality plains wanderer grassland habitat on private land in partnership with public land managers.</li> </ul>	d, e, f, g: 5, 7: PE1.2, CH2.2, CE1.1, CE1.2, CH1.5, AC1.1	<ul style="list-style-type: none"> <li>North Central Regional Waterway Strategy 2014-22</li> </ul>	<ul style="list-style-type: none"> <li>Australian Government Threatened Species Strategy</li> <li>Australia's Biodiversity Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Grazing</li> <li>Fence</li> <li>Management Agreement</li> <li>Weed control</li> <li>Vegetation</li> <li>Assessment</li> <li>Engagement event</li> </ul>



## Water for the environment

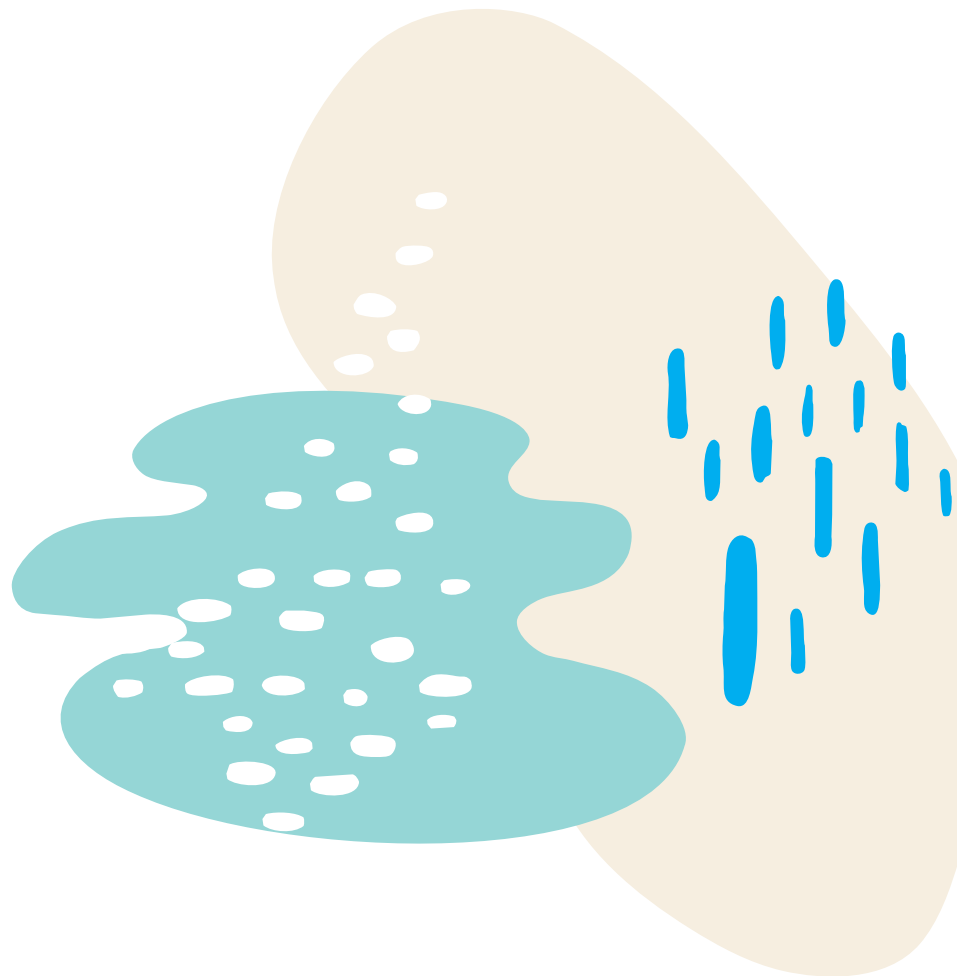
The core business of the Water for Environment program is to deliver against the North Central CMA’s statutory responsibilities to manage the environmental water reserve in our region pursuant to the *Water Act 1989*.

This includes long-term and annual planning, adaptively managing delivery, event-based monitoring and extensive community and Traditional Owner engagement. The program also includes management of works and measures that support environmental watering objectives such as infrastructure to deliver water to a site.



Projects	Outcomes	CMA Strategy	External Strategy	Outputs
<b>The Living Murray ‘Flooding for Life’</b>				
<ul style="list-style-type: none"> <li>Provides environmental flows to Gunbower Creek and restores regular flooding to Gunbower Forest through a combination of environmental watering, engineering works, monitoring, Indigenous partnership programs and community engagement.</li> </ul>	b, c, g, h: 1, 3, 5, 6, 7, 8, 9: PE1.2, PE1.1, CH2.2, CE1.1, CE1.2, AC1.1, RV1.1, RV2.1, RV3.1, RV4.1	<ul style="list-style-type: none"> <li>North Central Regional Waterway Strategy 2014-22</li> </ul>	<ul style="list-style-type: none"> <li>Water for Victoria</li> <li>Victorian Waterway Management Strategy</li> <li>Murray Darling Basin Plan</li> <li>Gunbower Forest EWMP (MDBA produced)</li> </ul>	<ul style="list-style-type: none"> <li>Water</li> <li>Assessment</li> <li>Engagement event</li> <li>Partnership</li> <li>Plan</li> <li>Publication</li> </ul>
<b>Environmental Water Management</b>				
<ul style="list-style-type: none"> <li>Manages specific Victorian Environmental Water Holder entitlements for the Campaspe River (including the Coliban River), Loddon River System (including Tullaroop, Serpentine and Pyramid creeks) and 16 Central Murray and Mid Loddon wetlands, and seven Wimmera Mallee Pipeline wetlands.</li> <li>Collaborates with key partners, provide input to water policy, deliver technical investigations.</li> <li>Ensures shared benefits for Traditional Owner Groups cultural values, key recreational users and the regional economy.</li> <li>Manage flow related issues in unregulated catchments as required.</li> </ul>	a, b, g, h: 1, 3, 5, 6, 7, 8: PE1.2, CH2.2, CH1.1, CE1.2, CE1.2, AC1.1, RV1.1, RV2.1, RV4.1	<ul style="list-style-type: none"> <li>North Central Regional Waterway Strategy 2014-22</li> </ul>	<ul style="list-style-type: none"> <li>Water for Victoria</li> <li>Victorian Waterway Management Strategy</li> <li>Murray Darling Basin Plan</li> </ul>	<ul style="list-style-type: none"> <li>Water</li> <li>Assessment</li> <li>Engagement event</li> <li>Partnership</li> <li>Plan</li> <li>Publication</li> </ul>

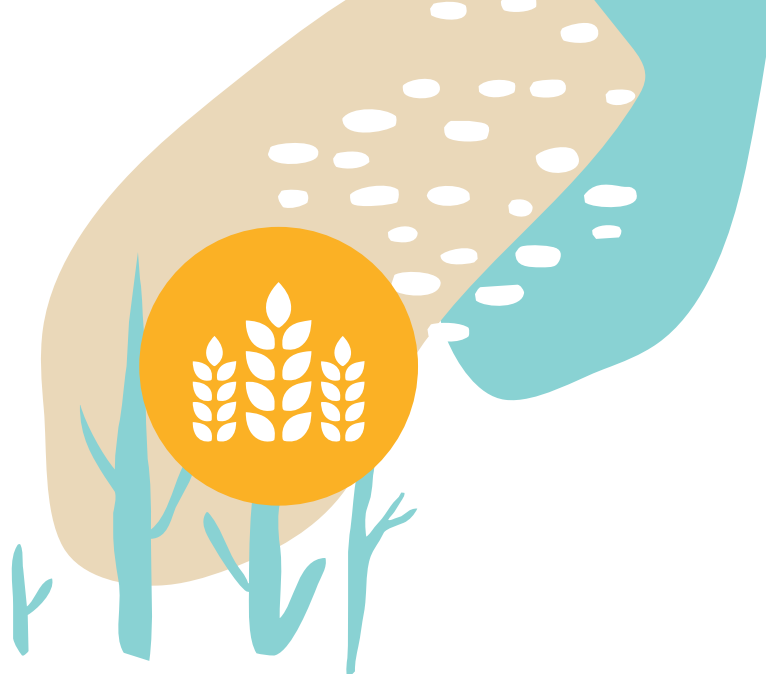
Projects	Outcomes	CMA Strategy	External Strategy	Outputs
<b>Environmental Works and Measures</b>				
<ul style="list-style-type: none"> <li>Undertakes investigations, planning and works to improve the management of environmental water and/or enhance its outcomes as funding allows.</li> </ul>	a, b, g: 1, 3, 5, 6, 7, 8: PE1.2, CH2.2, CE1.1, CE1.2, AC1.1, RV1.1	<ul style="list-style-type: none"> <li>North Central Regional Waterway Strategy 2014-22</li> </ul>	<ul style="list-style-type: none"> <li>Water for Victoria</li> <li>Victorian Waterway Management Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Waterway structure</li> <li>Assessment</li> </ul>



## Sustainable agriculture

The Sustainable Agriculture program works with communities, Traditional Owners, agricultural industries and partner agencies to achieve productive farming while protecting the natural resource base.

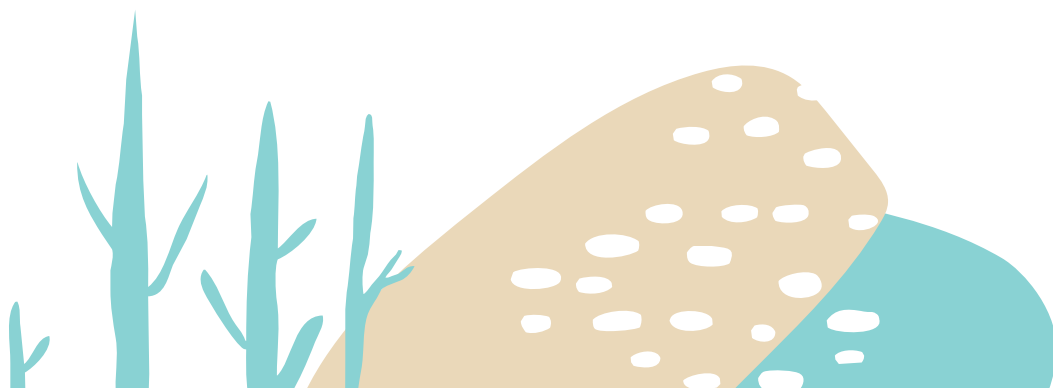
It delivers regional priorities identified in the North Central Regional Sustainable Agriculture Strategy that supports agriculture across north central Victoria. By protecting the regional assets of land and soils; waterways, floodplains and wetlands; consumptive water available for irrigation; agricultural livestock and crop health; natural biodiversity; atmosphere and people in agriculture from the pressures that agricultural practices put on the condition of these assets.



Projects	Outcomes	CMA Strategy	External Strategy	Outputs
<b>Regenerative Agriculture</b>				
<ul style="list-style-type: none"> <li>Increases the capacity of north central Victorian agricultural communities to achieve practice change adoption for soil, biodiversity and vegetation improvements.</li> </ul>	e, f, g, h: 1, 4, 5, 8: PE1.2, WA1.1, WA1.2, WA1.3, CE1.1, CE1.2, AC1.1, LC1	<ul style="list-style-type: none"> <li>North Central Victoria Regional Sustainable Agriculture Strategy</li> </ul>	<ul style="list-style-type: none"> <li>National Soil R,D &amp; E Strategy</li> <li>Victorian Soil Health Strategy</li> <li>Australia's Biodiversity Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Engagement event</li> <li>Plan</li> <li>Assessment</li> <li>Partnership</li> </ul>
<b>Plan2Farm</b>				
<ul style="list-style-type: none"> <li>Refine and trial a revised farm business planning program based on learnings from the Plan2Farm pilot project to support farming families to develop strategic plans with appropriate enterprise goals and make informed, confident and more timely farming decisions around farm layout and design; irrigation upgrades; infrastructure optimisation; water entitlements and tariffs; land area and configuration; agriculture type and scale; the people involved (family and labour); and if necessary, to exit farming with dignity.</li> </ul>	g: 1, 5, 8: PE1.2, WA1.1, WA1.2, WA1.3, CE1.1, CE1.2, LC1	<ul style="list-style-type: none"> <li>Loddon Campaspe Irrigation Region Land and Water Management Plan</li> <li>North Central Victoria Regional Sustainable Agriculture Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Water for Victoria</li> </ul>	<ul style="list-style-type: none"> <li>Partnership</li> <li>Assessment</li> <li>Plan</li> <li>Engagement event</li> </ul>
<b>Regional Agricultural Landcare Facilitator</b>				
<ul style="list-style-type: none"> <li>Directly supports rural, regional and urban communities, including Indigenous Australians to improve ecological conditions, farm sustainability and build resilience around changing climate and market demands.</li> </ul>	f, g: 1, 2, 5, 7, 8: PE1.2, E4.4, WA1.3, CE1.1, CE1.2, AC1.1, LC1	<ul style="list-style-type: none"> <li>North Central CMA Landcare Support Plan 2018-23</li> <li>North Central Victoria Regional Sustainable Agriculture Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Australian Pest Animal Strategy</li> <li>Australian Weeds Strategy</li> <li>Australian Framework for Landcare</li> <li>Community Call for Action</li> <li>Threatened Species Strategy</li> <li>EPBC Act</li> </ul>	<ul style="list-style-type: none"> <li>Engagement event</li> <li>Partnership</li> <li>Publication</li> </ul>



Projects	Outcomes	CMA Strategy	External Strategy	Outputs
<b>Healthy Productive Irrigated Landscapes</b>				
<ul style="list-style-type: none"> <li>• Complete the renewal of the Loddon Campaspe Irrigation Region Land and Water Management Plan:</li> <li>• Implement the renewal of the Loddon Campaspe Irrigation Region Land and Water Management Plan.</li> <li>• Implement the Surface Water Engagement Plan for the North Central CMA drains and private drains.</li> <li>• Groundwater Monitoring Network - Understand and communicate the impacts of irrigating with saline groundwater, including the offsite impacts involving neighbouring farms and environmental assets.</li> <li>• Supports the development and management of water-use licences and associated Ministerial determinations.</li> <li>• Takes responsibility for changes to Water-Use Objectives and Standard Conditions (including section 51 licence amendments).</li> <li>• Develops and implement Irrigation Development Guidelines.</li> <li>• Convenes and coordinate State Environment Protection Policy obligations for surface drainage to reduce river impacts.</li> </ul>	<p>e, g: 1, 4, 5, 8, 9: PE1.2, WA1.1, WA1.2, WA1.3, CE1.1, CE1.2, AC1.1</p>	<ul style="list-style-type: none"> <li>• Loddon Campaspe Irrigation Region Land and Water Management Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Murray Darling Basin Salinity Management Strategy 2030</li> <li>• Murray Darling Basin Plan</li> <li>• Water for Victoria</li> </ul>	<ul style="list-style-type: none"> <li>• Channel</li> <li>• Approval and advice</li> <li>• Assessment</li> <li>• Partnership</li> <li>• Plan</li> <li>• Publication</li> </ul>
<b>Reporting and Accounting for Salinity</b>				
<ul style="list-style-type: none"> <li>• Contributes to the implementation of the Murray Darling Basin Salinity Management Strategy (BSM2030).</li> <li>• Manages accountable actions for MD BSM2030 Salinity Register entries within the north central Victoria.</li> <li>• Contributes to Victoria's Annual Murray Darling Basin Salinity Management Strategy Report.</li> </ul>	<p>e: 1, 3, 4: PE1.2, CH2.2, WA1.2, WA1.2</p>	<ul style="list-style-type: none"> <li>• Loddon Campaspe Irrigation Region Land and Water Management Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Murray Darling Basin Salinity Management Strategy 2030</li> <li>• Murray Darling Basin Plan</li> <li>• Water for Victoria</li> </ul>	<ul style="list-style-type: none"> <li>• Approval and advice</li> <li>• Assessment</li> <li>• Partnership</li> <li>• Publication</li> </ul>



## Strategy and partnerships

The Strategy and Partnerships program provides support and leadership across community focused projects and programs.

A key part of the program is supporting Landcare Networks and Groups, administration of Landcare grants, delivering the citizen science Waterwatch program and coordinating the North Central CMA Indigenous Program.



Projects	Outcomes	CMA Strategy	External Strategy	Outputs
<b>Victorian Landcare Grants &amp; Regional Landcare Coordinator</b>				
<ul style="list-style-type: none"> <li>A rigorous process enables funding through the Victorian Landcare grants to local Landcare groups.</li> <li>Supports Landcare groups and Landcare networks to undertake local NRM activities.</li> </ul>	d, f, g: 1, 3, 5, 7, 8: PE1.2, CE1.1, CE1.2	<ul style="list-style-type: none"> <li>North Central Regional Catchment Strategy 2013-19</li> <li>North Central CMA Landcare Support Plan 2018-23</li> </ul>	<ul style="list-style-type: none"> <li>Victorian Landcare Program Review Action Plan</li> <li>Australian Pest Animal Strategy</li> <li>Australian Weeds Strategy</li> <li>Australian Framework for Landcare</li> <li>Community Call for Action</li> <li>Threatened Species Strategy</li> <li>EPBC Act</li> </ul>	<ul style="list-style-type: none"> <li>Fence</li> <li>Vegetation</li> <li>Weed control</li> <li>Pest</li> <li>Grazing</li> <li>Engagement event</li> <li>Visitor facility</li> <li>Publication</li> </ul>
<b>Waterwatch</b>				
<ul style="list-style-type: none"> <li>Works with community volunteers and schools to monitor waterways across the region.</li> </ul>	g: 1, 3, 5, 9: PE1.2, CH2.2, CE1.1, CE1.2	<ul style="list-style-type: none"> <li>North Central Regional Waterway Strategy 2014-22</li> <li>North Central Waterwatch and Citizen Science Action Plan 2020 - 2025</li> </ul>	<ul style="list-style-type: none"> <li>Water for Victoria</li> <li>Victorian Waterway Management Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Assessment</li> <li>Engagement event</li> <li>Plan</li> <li>Publication</li> <li>Information management system</li> </ul>
<b>River Detectives Program</b>				
<ul style="list-style-type: none"> <li>Works with primary schools to improve environmental understanding of our waterways.</li> </ul>	g: 1, 3, 5: PE1.2, CH2.2, CE1.1, CE1.2	<ul style="list-style-type: none"> <li>North Central Regional Waterway Strategy 2014-22</li> <li>North Central Waterwatch and Citizen Science Action Plan 2020 - 2025</li> </ul>	<ul style="list-style-type: none"> <li>Water for Victoria</li> <li>Victorian Waterway Management Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Assessment</li> <li>Engagement event</li> <li>Plan</li> <li>Publication</li> <li>Information management system</li> </ul>

Projects	Outcomes	CMA Strategy	External Strategy	Outputs
<b>Our Catchment, Our Communities</b>				
<ul style="list-style-type: none"> <li>Works with the community, government agencies and stakeholders to deliver integrated catchment management outcomes that align to the Regional Catchment Strategy. Includes the renewal of the Regional Catchment Strategy.</li> </ul>	a, b, d, f, g, h: 1, 2, 3, 4, 5, 6, 7, 8: PE1.2, E4.4, CH12.1, CH2.2, CH2.3, CE1.1, CE1.2, AC1.1, RV1.1, LC1.2	<ul style="list-style-type: none"> <li>North Central Regional Catchment Strategy 2013-19</li> </ul>	<ul style="list-style-type: none"> <li>Our Catchments, Our Communities Integrated Catchment Management in Victoria 2016-19</li> </ul>	<ul style="list-style-type: none"> <li>Fence</li> <li>Vegetation</li> <li>Weed control</li> <li>Management agreement</li> <li>Assessment</li> <li>Engagement event</li> <li>Partnership</li> <li>Plan</li> </ul>
<b>Water for Country</b>				
<ul style="list-style-type: none"> <li>Works with Traditional Owners to improve participation in the Victorian water planning and management frameworks, plus leverage opportunities for economic development from water, through consultative structures that address the rights and interests of Victorian Traditional Owners.</li> </ul>	h: 3, 5, 6 CH2.2, CH2.3, CE1.1, CE1.2, AC1.1, RV2.1	<ul style="list-style-type: none"> <li>North Central Regional Waterway Strategy 2014-22</li> </ul>	<ul style="list-style-type: none"> <li>Water for Victoria</li> <li>National Water Initiative</li> <li>The Living Murray</li> </ul>	<ul style="list-style-type: none"> <li>Assessment</li> <li>Publication</li> <li>Engagement event</li> </ul>



## Major projects

The Victorian Murray Floodplain Restoration Project (VMFRP) aims to enhance the highly valued floodplains and consists of nine distinct project sites on the River Murray in Victoria. Works will generally involve construction of weirs, regulators, pump stations, and improvements to existing and new flood levees and access tracks, so that a more natural environmental watering regime can be achieved.

The planning phase has been funded by the Australian Government (\$29 million) until June 2021.

The North Central CMA is contracted by Lower Murray Water via a service level agreement (SLA) to deliver project management and support services for the Eastern Package (Guttrum-Benwell and Gunbower) of the VMFRP.



Projects	Outcomes	CMA Strategy	External Strategy	Outputs
<b>Guttrum Benwell Forest Floodplain Restoration Project</b>				
<ul style="list-style-type: none"> <li>Reinstates a more natural flooding regime for the forest, particularly to address the reduced frequency and duration of floods by delivering water for the environment to the forest and semi-permanent wetlands via pump stations and levees to contain water on the floodplain.</li> </ul>	g, h: 1, 3, 5, 6, 7, 8: CH2, CE1.1, CE1.2, AC1.1, RV1.1	<ul style="list-style-type: none"> <li>North Central Regional Waterway Strategy 2014-22</li> </ul>	<ul style="list-style-type: none"> <li>Water for Victoria</li> <li>Victorian Waterway Management Strategy</li> <li>Murray Darling Basin Plan</li> </ul>	<ul style="list-style-type: none"> <li>Assessment</li> <li>Partnership</li> <li>Plan</li> <li>Engagement event</li> </ul>
<b>Gunbower Forest Floodplain Restoration Project</b>				
<ul style="list-style-type: none"> <li>Enables the delivery of environmental water to the wetlands and forest of the Gunbower National Park to mimic a natural flood event, including delivering water to almost half of the permanent and temporary wetlands and river red gums with flood dependent understorey.</li> <li>Provision of infrastructure to enable the deployment of water to land that can currently not be watered by any other infrastructure.</li> </ul>	g, h: 1, 3, 5, 6, 7, 8: CH2, CE1.1, CE1.2, AC1.1, RV1.1	<ul style="list-style-type: none"> <li>North Central Regional Waterway Strategy 2014-22</li> </ul>	<ul style="list-style-type: none"> <li>Water for Victoria</li> <li>Victorian Waterway Management Strategy</li> <li>Murray Darling Basin Plan</li> </ul>	<ul style="list-style-type: none"> <li>Assessment</li> <li>Partnership</li> <li>Plan</li> <li>Engagement event</li> </ul>



# Statutory functions and floodplain management

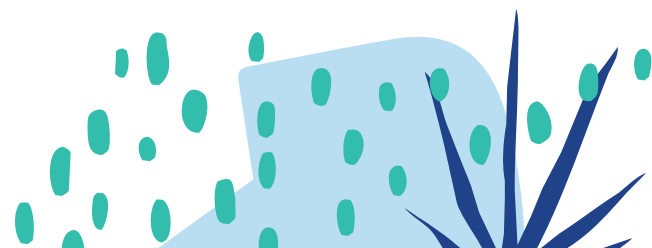
The Statutory Functions and Floodplain Management program provides flood information and support to the Victorian State Emergency Service, local government and the community. This contributes to the communities understanding of their flood risk whilst also ensuring that infrastructure development considers flood hazard and waterway health to minimise growth in flood risk and to protect and enhance waterway health.

The Regional Floodplain Strategy was finalised in 2017-18, it provides a work plan prioritising actions across the region to manage the risk of flooding and improve flood resilience of our communities



into the future. North Central CMA delivers on actions in the work plan whilst also supporting partner agencies with technical assistance to deliver actions. North Central CMA will continue to support the delivery of priority actions, including the 13 projects currently funded in the region, whilst also working with partner agencies to secure further funding for priority actions that contribute to meeting the objectives of the strategy.

Projects	Outcomes	CMA Strategy	External Strategy	Outputs
<b>Administration of Statutory Functions</b>				
<ul style="list-style-type: none"> <li>Provide advice to the community, development industry and local government about the potential impacts of flooding.</li> <li>Protect waterways from the impacts of third party works through the Works on Waterway Permit Scheme.</li> </ul>	c, g: 5, 8: CE1.1, CE1.2, LC1.1, LC1.2	<ul style="list-style-type: none"> <li>North Central Regional Floodplain Management Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Victorian Floodplain Management Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Approval and advice</li> <li>Information Management System</li> </ul>
<b>Regional Floodplain Management Strategy Implementation</b>				
<ul style="list-style-type: none"> <li>Support local government, DELWP, VicSES and the community to implement the priorities of the Regional Floodplain Management Strategy (RFMS).</li> </ul>	c, g: 5, 8: CE1.1, CE1.2, LC1.1, LC1.2	<ul style="list-style-type: none"> <li>North Central Regional Floodplain Management Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Victorian Floodplain Management Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Engagement event</li> <li>Plan</li> <li>Publication</li> <li>Partnership</li> </ul>
<b>Natural Disaster Resilience Grants Scheme Project Delivery</b>				
<ul style="list-style-type: none"> <li>Support lead agencies to secure funding to deliver priority actions of the Regional Floodplain Management Strategy (RFMS).</li> <li>Projects to improve the flood resilience of communities, specifically:                             <ul style="list-style-type: none"> <li>Community flood education signage boards</li> </ul> </li> </ul>	a, c, g: 5, 8: CE1.1, CE1.2, LC1	<ul style="list-style-type: none"> <li>North Central Regional Floodplain Management Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Victorian Floodplain Management Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Plan</li> <li>Information Management System</li> <li>Publication</li> <li>Partnership</li> </ul>





# 7. Business improvement program

With a commitment to continual improvement and organisational development, the North Central CMA identifies and delivers a targeted suite of business improvement initiatives each year, some of which are the focus of effort over multiple years and some of which are shorter term.

The initiatives below focus on the people and culture, the processes and systems and the approaches and strategies that support our NRM activities and are informed by various sources including the Minister's Letter of Expectations and an external Organisational Performance Excellence review completed in 2017.

Actions	Timeframe
<b>Adaptation</b>	
<p>The North Central CMA's operating environment changes continuously in response to many pressures and drivers and the work we do needs to take account of these changes. While the most notable and pervasive macro driver is climate change there are many more in operation. To ensure that our activities adapt to these changes we will:</p> <ul style="list-style-type: none"> <li>• Embed our Climate Change Commitment and Action Plan into our operations.</li> <li>• Develop an adaptation approach that applies more broadly to the organisation's activities.</li> </ul>	2020-21
<b>Shared value</b>	
<p>In creating positive change for the region's natural resources, the North Central CMA also supports a range of social and economic outcomes. With obligations relating to the consideration of recreational and cultural values in water management recently introduced we will review our approaches to identifying and creating shared value across our programs to ensure that these opportunities are maximized through our work.</p>	2020-21
<b>Reconciliation Action Plan</b>	
<p>The North Central CMA is committed to partnering with our Traditional Owners and Aboriginal stakeholders and supporting their self-determination. This program includes the ongoing implementation of actions in our Reconciliation Action Plan and a cultural competency assessment and development program.</p>	Ongoing
<b>Culture</b>	
<ul style="list-style-type: none"> <li>• The North Central CMA values the difference between people and contribution these differences make to our work and our communities. We will continue to implement our Diversity and Inclusion strategy 2017-2022 and incorporate additional activities in relation to supporting gender equity and cultural diversity in our workplace.</li> <li>• The 'our culture' component of the North Central CMA's strategic direction will be refined in consultation with staff over the coming year to better reflect the organisation's appetite towards new challenges, innovation and collaboration.</li> </ul>	Ongoing  2020-21
<b>MERI Improvement</b>	
<p>Continue to improve our Monitoring, Evaluation, Reporting and Improvement approach to support evidence-based development and delivery of strategies and projects, enable better communication of outcomes and prioritise future investments in research and development. This includes implementation of an organisational Science Panel.</p>	2020-21
<b>Systems Improvement</b>	
<ul style="list-style-type: none"> <li>• Transition to Microsoft Teams for all internal and external communications and decommission old systems.</li> <li>• GIS Improvement with a focus on improving external access to spatial information.</li> <li>• Implementation of Project Lifecycle Management and budget management packs in TechnologyOne.</li> </ul>	2020-21

# 8. Business development program

Our Business Development Program is a new and exciting chapter in the journey of the North Central CMA. It provides an opportunity for the CMA to adopt an entrepreneurial style and blue sky thinking when it comes to delivery of the CMA's objectives.

We will proactively develop opportunities for our delivery program by identifying and developing projects that respond to our region's needs. The new approach will leverage our internal wealth of knowledge, data, networks and capabilities to develop future growth opportunities with our current and prospective external partners. The approach will also ensure we maximise natural resource management investment in the North Central region within a diverse and challenging funding landscape.

As we have signalled in previous Corporate Plans, a new Business Development Manager position has been created and filled within the CMA. Key responsibilities of the role are to:

- Develop a Business Development Strategy in consultation with the North Central CMA and regional partners that identifies approaches and prospects that maximise regional investment.
- Create natural resource management investment opportunities by applying the North Central CMA's Project Management Framework to harvest and prioritise project concepts and support development of project business cases.
- Create regional advocacy for priority natural resource management investment opportunities through the development of a North Central CMA Prospectus that accompanies the Regional Catchment Strategy.
- Work with potential investors, public and private, to deliver priority projects.

We'll measure our success by considering:

- The pipeline of projects created.
- Increases in the delivery of natural resource management objectives through new investment and partnerships.

Our newly developed Business Development Framework a clear pathway to curate and advance new ideas and encourages the CMA to be nimble and agile in its approach.

The development of all projects follows a consistent approach, the Project Management Framework, to ensure outcomes are achieved and formalises the 'line of sight' model into a set of templates, supporting processes and approvals. For when the CMAs role varies from one of Project Manager, we apply a new 'Concept Pathway' approach to develop these concepts. The Concept Pathway facilitates additional capacity within the Project Management Framework to:

- Generate, capture and curate new concepts for natural resource management.
- Grow these ideas and concepts into viable projects.
- Develop projects with an emphasis on prospective investor needs.



Four project themes have been developed with this approach in mind to position the CMA for new NRM opportunities in the region. These themes will be thoroughly tested through analysis, collaboration and incubation. These themes include:

**Carbon offsets** – develop a successful working model that can be expanded more broadly as a partnership approach to offer carbon credits to a range of investors through a variety of carbon sequestration (terrestrial and aquatic), biodiversity, and soil health programs as a packaged solution for landholder and institution participation.

**Connected Nature** – advance an innovative approach to reconnecting wetlands and forests to natural flooding via the distributary systems that supply water to them – removing barriers to reinstate natural flow paths – to improve biodiversity and cultural values within the landscape and increase floodplain storage to mitigate impacts on agricultural land.

**Traditional Owner Engagement** – using employment pathways and self-determination strategies, whilst also creating training and skill development, the CMA will build upon its experience to increase the capacity and capability for Aboriginal people to participate in natural resource management that align with Country Plans and/or aspirations.

**Sustainable Farming Model** – the concept adopts farming systems and practices to match local conditions, land use and land capability. A replicable model for investing in agricultural enterprises that embeds profitability, sustainable farming techniques and best environmental practice. Opportunities will be identified for investment in areas to achieve sustainable agriculture and protect priority natural resource assets in the catchment.

An example of how the CMA is already demonstrating an innovative and proactive business development approach is through our efforts in protecting and enhancing the Campaspe River, one of ten Flagship Waterways in Victoria. The project called Caring for the Campaspe has a strong emphasis on stakeholder engagement – including Traditional Owners, Coliban Water, Environment Protection Authority and community involvement through citizen science. The CMA has used these relationships, and our extensive project delivery expertise, to protect and enhance more than 50 per cent of the river. The Caring for the Campaspe project has also improved resilience of the river to cope with a changing climate by targeting the protection of drought refuge pools and improving the quality of native vegetation.

Our Native Fish Recovery Plan, which is restoring native fish populations across the Murray and Loddon floodplain, continues to deliver strong outcomes with highlights in the last 12 months including:

- Achieved 32 ha of revegetation along Pyramid Creek and the lower Loddon River with a focus on enhancing sites that have previously had woody habitat installed for native fish.
- Fenced 4 km of high-value remnant red gum forest habitat along the lower Loddon River.
- Completed the detailed design for Koondrook Fishway.
- Released captive bred Southern pygmy perch into four suitable wetland habitats around Bendigo. These will act as backup populations and ‘natural hatcheries’ for future pygmy perch reintroduction projects.
- Installed 15 in-stream woody habitat complexes for fish habitat in the lower Loddon River.

From a funding perspective the CMA has collaborated with our strategic partners to help obtain crucial support for the Native Fish Recovery Plan. This equates to approximately \$14 million in funding in the past 12 months and demonstrates the importance of business development and partnerships in delivering positive NRM outcomes in the North Central CMA region. Key elements of this support include:

- The Victorian Environmental Water Holder funding the detailed design of Koondrook Fishway (\$800,000) and committed \$4.8 million for its construction, addressing one of the highest priority barriers to fish passage in the state. The project involves removal of a small barrier downstream of the weir, construction of a vertical slot fishway, and replacement of the weir regulator gates for safe downstream passage of native fish. The fishway will allow important migratory species such as Murray cod, silver perch and golden perch to move freely between 55 km of high-quality habitat in Gunbower Creek and over 530 km of open, flowing Murray River.
- Goulburn Murray Water is planning for the construction of a vertical slot fishway at Cohuna Weir (estimated \$2.5 million). This complements the recently constructed self-cleaning fish screen on the Cohuna Channel and will enable native fish to move from the Murray River throughout the entire length of Gunbower Creek.
- \$7.1 million of funding was announced by the Victorian Government in May 2020 for a package of works including fish passage and self-cleaning irrigation screens in the Gunbower and lower Loddon region.

We are currently in the process of formalising proposals for the next round of EC5 (DELWP-Environmental Contribution Funding Tranche 5). Projects such as the next large-scale river restoration priority and removal of barriers to water for the environment delivery will be explored. Our Catchment Partners Forum is creating a regional NRM prospectus that presents a compelling picture of a short list of new NRM opportunities that have the support of regional partners.





# 9. Future challenges and opportunities

The North Central CMA has a strong and genuine focus on the opportunities and challenges, positive and negative, that may impact the organisation's ability to achieve its objectives.

In meeting its strategic priorities, the CMA will take every opportunity to build sustainable and mutually beneficial partnerships with communities, Traditional Owners, partner organisations and landholders. The Board, CMA staff, and Community Leaders Group have the skills and knowledge to ensure the North Central CMA provides a strong, future orientated leadership role in integrated catchment management across our region.

The following describes a range of specific challenges and opportunities and corresponding strategies to meet service demands and outcomes as well as three future focused key initiatives that are at the heart of how the North Central CMA operates, measures business performance and manages risk. These latter initiatives ensure the organisation is positioned to respond to unforeseen challenges and opportunities.

## 9.1 Specific challenges and opportunities

While the future will undoubtedly present some unexpected challenges and opportunities, over the life of this Corporate Plan some are more predictable and are likely to inform the future direction and work of the organisation.

These challenges, opportunities and strategies are discussed briefly below to ensure the North Central CMA meets service demands and outcomes.

### **Maximising regional NRM investment:**

Investment in NRM through the North Central CMA fluctuates in response to government policies and programs and this Corporate Plan is developed with an outlook towards a period of significant uncertainty due to the disruptions of COVID-19.

In the North Central CMA region, there is a strong and collaborative network of government, industry and community organisations well positioned to create new and expand existing NRM programs, provide regional advocacy and access more diverse NRM investment. *The opportunity for the organisation is to coordinate a proactive approach to securing additional investment by applying a regional, strategic view of NRM opportunities, developing compelling business cases for these opportunities and leveraging networks through regional advocacy.*

**Climate change adaptation and mitigation:**

The North Central Climate Change Adaptation and Mitigation Plan describes how the region’s natural resources are likely to respond to climate change and sets out adaptation and mitigation opportunities.

More recently the North Central CMA has created a Climate Change Commitment and Action Plan that will embed action into our work. Climate change adaptation and mitigation will be embedded into the renewal of the North Central RCS and will continue to be embedded into regional NRM programs. *An emerging opportunity that we will explore is how best to achieve increased carbon storage in the landscape and increase biodiversity outcomes at the same time. This can be achieved by targeting environmental carbon plantings in areas that will either increase or connect native vegetation providing an opportunity for flora and fauna to adapt to the changes in climate.*

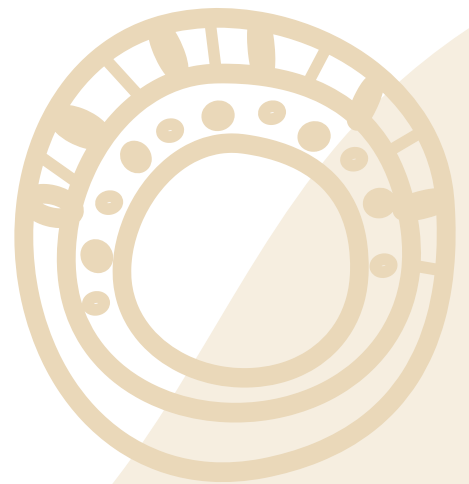
**Traditional Owner self-determination:**

The CMA will continue to build relationships with the seven Traditional Owner groups in our region to achieve shared aspirations for healthy Country, with a strong focus on supporting self-determination. Programs will be developed in partnership guided by key drivers including Recognition and Settlement Agreements, Country Plans, and our Reconciliation Action Plan. *The North Central CMA will work in partnership to build two-way capability and support Aboriginal and Torres Strait Islander people and organisations to take advantage of emerging opportunities including economic development and cultural flows. The CMA will also work with Traditional Owner groups to identify cultural objectives that can be achieved*

*with water for the environment and incorporate these into Seasonal Watering Proposals.*

**Working towards landscape scale outcomes:**

Research is demonstrating that some biota, such as native fish and waterbirds, require different habitats within the landscape to complete different stages of their life cycles. Across the North Central CMA region many of these habitats are located on both public and private land, but they are disconnected from one another. *The CMA will, through the implementation of the Land and Water Management Plan, and the development and implementation of the North Central Waterway Strategy, identify priority project areas that provide a diverse range of riverine and floodplain/wetland habitats and have the potential to be connected. In particular the CMA will work with a range of stakeholders to develop an environmental stewardship program to support landholders to actively enhance habitats and ecosystem functions on their land.*



# 10. Organisational Performance Framework (OPF)

The Organisational Performance Framework defines, for primarily internal audiences, the North Central CMA’s success and how it is measured. This is focused in the medium-term, across the entire range of organisational activity. The Organisational Performance Framework is intended to collect data to enable:

- More effective attention and targeting of resources to actions that will create public value.
- A consistent, integrated overview of CMA performance as a platform for governance and management.
- Data and dialogue that enables individual and organisational learning and improvement, contributing to professional growth, pride in the CMA’s work, and job engagement.

The Organisational Performance Framework provides a set of fifteen mid-term measures (2-9 years) to track performance against and between different organisational functional levels (from governance to people and knowledge development). It arose out of a series of monitoring, evaluation, reporting and improvement (MERI) related discussions, the Australian Organisational Excellence Framework review and Organisational Performance Framework and recent work of the Strategy Implementation Committee.

Figure 3 describes the structure of the Organisational Performance Framework and articulates the fifteen selected measures. Reporting against all available measures will be undertaken in the Annual Report.

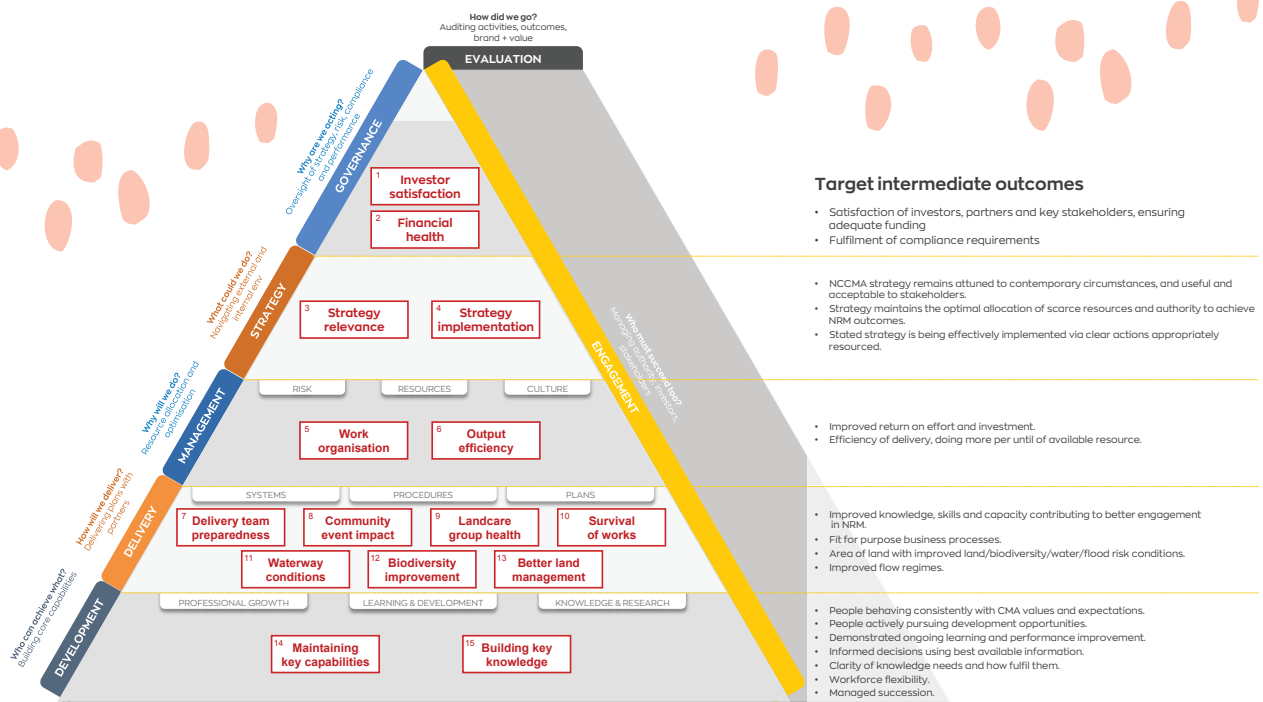


Figure 3 Organisational Performance Framework

Many of the measures proposed for the Organisational Performance Framework are aligned with the Business Outcomes Framework, described in Table 1. This places the North Central CMA in a sound position to report outcomes, in alignment with Victorian Government direction.

## Risk management

To facilitate the achievement of the CMA’s mission and underlying strategic objectives, the Board and the Audit and Risk Committee support the development of robust risk management framework and risk culture.

Consistent with International Risk Management Standard AS/NZS ISO 31000:2009, the North Central CMA adopts the following definition of risk management:

*The processes, systems and culture applied to manage the upside and downside of uncertainty on the strategic objectives of North Central CMA.*

The North Central CMA considers risk management an important aspect of corporate governance and, therefore, a significant contributor to embedding its culture and values and, in turn, delivering on the organisation’s vision.

The North Central CMA’s operations are underpinned by two key pieces of legislation and a set of statutory obligations. In addition, as an entity under the *Public Administration Act 2004*, there are further requirements to fulfil to ensure the expectations of Government and the Victorian Public Sector Commission are met.

## Risk appetite statement

The North Central CMA’s Risk Appetite Statement is based on its mission to ‘create natural resource management partnerships and programs that deliver lasting change’. Accordingly, North Central CMA has established three core risk appetite themes:

- 1 Safety, Compliance and Governance**  
(areas of low tolerance to risk; averse)
- 2 People, Operations and Performance**  
(areas that balance risk and reward outcomes)
- 3 Leadership, Collaboration and Partnership**  
(areas of increased appetite for risk taking; high rewards)

## Business risks

In consultation with the Board, management has identified the high-level organisational risks and mitigation controls.

The Audit and Risk Committee and Board review organisational risks as set out in the North Central CMA Risk Management Framework.

## North Central CMA Risk Appetite Statement



## North Central CMA – ‘Our willingness to take risk’



Risk	Mitigation controls
Reputational damage, loss of support and failure to meet strategic intent resulting from misunderstanding or poor execution of goals and objectives due to poor engagement with government, landholders, indigenous community and stakeholders.	<ul style="list-style-type: none"> <li>• Engagement Strategy</li> <li>• Identification of key stakeholders</li> <li>• High risk appetite for community engagement and empowerment</li> <li>• Measuring success from engagement</li> </ul>
Significant workplace incident or accident resulting in significant/permanent injury or death to employee or contractor resulting from lack of OH&S management and reporting.	<ul style="list-style-type: none"> <li>• Up to date procedures, templates and monitoring in place</li> <li>• OHS officer employed to provide expertise and mentoring</li> <li>• Training programs</li> <li>• Pandemic Action Plan enacted for COVID-19</li> </ul>
Stagnation of operations and failure to meet the innovation strategy and become known as industry innovation leaders due to absence of innovation and ideas.	<ul style="list-style-type: none"> <li>• High risk appetite for new ideas and initiatives</li> <li>• Empowering community capability a key performance metric</li> </ul>
Bad publicity and loss of reputation, goodwill, and good faith with the Indigenous community due to inappropriate treatment and/or access to Indigenous sites resulting from lack of understanding, planning and awareness of such sites.	<ul style="list-style-type: none"> <li>• Embedded into project planning considerations</li> <li>• Strong relationships with Traditional Owners</li> <li>• Cultural awareness training for staff</li> </ul>
System failure, business disruption, data leakage and reputational damage leading to data loss, manipulation, virus impacts and storage concerns resulting from poorly designed and/or supported IT tools and technology.	<ul style="list-style-type: none"> <li>• IT strategy in place to ensure future planning</li> <li>• Significant staff knowledge of software and hardware</li> <li>• External support</li> </ul>
Incorrect statutory planning advice resulting in approval of inappropriate developments, legal action and reputational damage, due to lack of experienced staff and/or inadequate infrastructure.	<ul style="list-style-type: none"> <li>• Highly skilled and knowledgeable team</li> <li>• Goods tools and processes in place</li> </ul>
Inability to meet our 'desire to lead' and 'innovate' due to lack of focus and strategy around Victorian Managed Insurance Authority's Interagency and State-wide risk regime.	<ul style="list-style-type: none"> <li>• Good relationship with other agencies</li> <li>• Involvement in interagency forums, groups and discussions</li> <li>• Interagency risk discussions taking place</li> </ul>
Financial decision making or fraud resulting in an inability to meet budgets and poor investor experience resulting from lack of financial controls, oversight and governance.	<ul style="list-style-type: none"> <li>• Highly skilled team</li> <li>• Strong controls, review and segregation of duties</li> <li>• Good systems and processes</li> <li>• External and internal audits</li> <li>• Audit Committee oversight</li> <li>• Scenario modeling and planning for COVID-19 uncertainty</li> </ul>
Inability to operate efficiently resulting in disruptions to strategic objectives due to insufficient staff capability, corporate knowledge and skill sets.	<ul style="list-style-type: none"> <li>• Highly skilled workforce</li> <li>• Capability framework in place</li> <li>• Low staff turnover</li> <li>• Strong culture</li> </ul>
Regulatory failure and resulting in financial penalties, reputational damage and exposure arising from lack of awareness or understanding of regulations and laws.	<ul style="list-style-type: none"> <li>• Strong knowledge of regulations and legislation in government</li> <li>• Strong culture and Board focus towards compliance</li> <li>• Good policies and procedures in place</li> <li>• Audit Committee oversight</li> </ul>



# 11. Estimates of revenue and expenditure

This Corporate Plan includes:

- 1) Confirmed projects and related funding.
- 2) Proposed/potential projects and related funding.
- 3) Estimates for unknown funding only where relative certainty is high.

The accounting for Project Revenues and Expenditure from 2019-20 is being accounted for under AASB15 where Project Revenues will be recognised as projects are delivered. This differs from previous accounting treatment where Revenues are taken to Profit and Loss immediately on receipt.

It is expected that this treatment will make it easier for readers of the financial statements to see the embedded unspent project funds and commitments, while making the underlying result for the North Central CMA reflective of direct performance and efficiency of the corporate organisation.

New Project Funding for 2020-21 is expected to be \$13.884 million and has been estimated based on guidance from funders, taking into account uncertainty regarding EC5 funding bids and the timing and quantum of Interim funds to be provided prior to the Victorian State Budget.

The amount of unspent project funds expected to be carried into 2020-21 is \$4.297 million. This is reflected in the current cash balance of \$6.104 million.

Total Project Expenditure is expected to be \$17.201 million. This is reflective of project funding from previous years being spent on project delivery in 2020-21 and a focus on maintaining operational capacity through the first half while awaiting certainty on future funding levels following the delayed Victorian State Budget. The lower carry forward balance of \$0.980 million is reflective of this strategy and the greater uncertainty of the second half funding and timing and may be expected to be higher should funding certainty

return for longer term programs under EC5.

Total Operating Expenditure for 2020-21 is \$8.641 million and incorporates initiatives directed to ensuring ongoing development of funding opportunities from alternative sources to enhance sustainability of the CMA. The focus on corporate cost efficiencies continues with future growth expected to come predominantly from wage inflation.

Minimal corporate surpluses have been budgeted into the future. Forecasts for corporate and support functions, capital expenditure and cash flow have been managed to ensure a sound financial position is maintained, with no growth in headcount expected in the forecast period.

## Programs budget

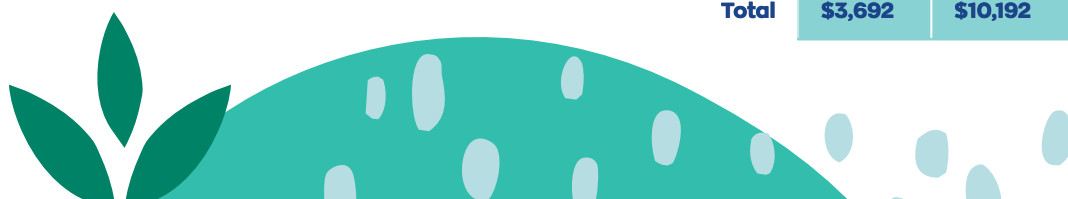
Income (\$000)							Expenditure (\$000)	Carry-over (\$000)
	Investor Program Reference	Carry-forward from last year	Victorian Government funding	Australian Government Funding	Other funding	PROGRAM TOTAL	PROGRAM TOTAL	Carry-over to next year
Environmental Assets	C2, C3, C4, C6, O1, O2, O3, S2, S9, S10	\$128	\$1,879	\$1,181	\$624	\$3,812	\$3,762	\$50
Environmental Water	C1, S1, S8	\$1,576	\$1,651	\$1,478	\$0	\$4,705	\$4,345	\$360
Sustainable Agriculture	C2, C5, S3	\$1,635	\$2,448	\$769	\$0	\$4,852	\$4,512	\$340
Community Engagement and Strategy	S2, S6, S7, S9	\$210	\$2,123	\$0	\$0	\$2,333	\$2,153	\$180
Floodplain Management and Statutory Functions	S4, S5	\$748	\$933	\$0	\$0	\$1,681	\$1,631	\$50
Flood Restoration Project	C6	\$0	\$0	\$798	\$0	\$798	\$798	\$0
<b>Total</b>		<b>\$4,297</b>	<b>\$9,034</b>	<b>\$4,226</b>	<b>\$624</b>	<b>\$18,181</b>	<b>\$17,201</b>	<b>\$980</b>



## Income assumptions (Investor Programs for the forthcoming financial year (\$000))

			Interim*	Program Specific	Total
Investor Program Reference	Victorian Government	Program Title	\$000	\$000	\$000
S1	DELWP	Environmental Water Program	\$672	\$888	\$1,560
S2	DELWP	Our Catchments Our Communities	\$271	\$330	\$601
S3	DELWP	Sustainable Irrigation Program	\$1,061	\$1,387	\$2,448
S4	DELWP	Floodplain Management	\$62	\$75	\$137
S5	DELWP	Waterway Health Program	\$360	\$437	\$797
S6	DELWP	Sustainability Fund - Landcare	\$0	\$340	\$340
S7	DELWP	Aboriginal Water	\$0	\$150	\$150
S8	Victorian Environmental Water Holder	Victorian Environmental Water Holder	\$0	\$90	\$90
S9	DELWP	Victorian River and Wetland Management Program	\$1,266	\$1,537	\$2,803
S10	Fisheries	Fishing Platform	\$0	\$108	\$108
<b>Sub Total</b>			<b>\$3,692</b>	<b>\$5,342</b>	<b>\$9,034</b>
Investor Program Reference	Australian Government	Program Title	\$000	\$000	\$000
C1	Murray Darling Basin Plan	The Living Murray	\$0	\$1,478	\$1,478
C2	National Landcare Program 2	Core Services	\$0	\$289	\$289
C3	National Landcare Program 2	Plains for Wanderers	\$0	\$775	\$775
C4	National Landcare Program 2	Bringing Back the Bittern	\$0	\$406	\$406
C5	National Landcare Program 2	Regenerative Agriculture in North Central Victoria	\$0	\$480	\$480
C6	Murray Darling Basin Plan	Floodplain Restoration Project	\$0	\$798	\$798
<b>Sub Total</b>			<b>\$0</b>	<b>\$4,226</b>	<b>\$4,226</b>
Investor Program Reference	Other	Program Title	\$000	\$000	\$000
O1	Coliban Water	Kyneton Offsets Project	\$0	\$188	\$188
O2	Coliban Water	Healthy Coliban Catchment	\$0	\$359	\$359
O3	Goulburn Murray Water	Recreational Fishing	\$0	\$77	\$77
<b>Sub Total</b>			<b>\$0</b>	<b>\$624</b>	<b>\$624</b>
<b>Total</b>			<b>\$3,692</b>	<b>\$10,192</b>	<b>\$13,884</b>

\*Interim funding estimated only, pending advice from DELWP on actual interim funding allocation



## Operating statement

Operating Statement	Actual 2017/18 \$ 000's	Actual 2018/19 \$ 000's	Estimate 2019/20 \$ 000's	Budget 2020/21 \$ 000's	Forecast 2021/22 \$ 000's	Forecast 2022/23 \$ 000's
<b>Income</b>						
<b>Statutory Operations</b>						
Corporate Funding	\$935	\$843	\$843	\$843	\$843	\$843
Interest Received	\$142	\$144	\$81	\$30	\$30	\$30
Other (includes staff secondments)	\$39	\$115	\$1,488	\$1,185	\$750	\$750
Recovery from Project programs	\$7,099	\$6,666	\$6,050	\$6,728	\$7,365	\$7,632
<b>Total Revenue</b>	<b>\$8,215</b>	<b>\$7,768</b>	<b>\$8,462</b>	<b>\$8,786</b>	<b>\$8,988</b>	<b>\$9,255</b>
<b>Expenditure</b>						
<b>Corporate &amp; Statutory Operations</b>						
Board	\$278	\$262	\$253	\$284	\$293	\$301
Chief Executive Officer & support	\$403	\$368	\$597	\$610	\$628	\$647
Corporate Services	\$2,178	\$2,011	\$2,179	\$2,091	\$2,154	\$2,218
Fleet & Accommodation	\$700	\$669	\$600	\$586	\$604	\$622
Engagement & Strategy	\$999	\$976	\$1,044	\$991	\$1,021	\$1,051
Project Staff	\$3,688	\$3,481	\$3,792	\$4,079	\$4,201	\$4,327
<b>Total Expenditure</b>	<b>\$8,246</b>	<b>\$7,767</b>	<b>\$8,465</b>	<b>\$8,641</b>	<b>\$8,900</b>	<b>\$9,167</b>
<b>Surplus/(Deficit)</b>	<b>(\$31)</b>	<b>\$1</b>	<b>(\$3)</b>	<b>\$145</b>	<b>\$88</b>	<b>\$88</b>
<b>Profit/(Loss) on Disposal of Assets</b>	<b>\$37</b>	<b>\$43</b>	<b>\$12</b>	<b>\$12</b>	<b>\$12</b>	<b>\$12</b>
<b>Total Surplus/(Deficit)</b>	<b>\$6</b>	<b>\$44</b>	<b>\$9</b>	<b>\$157</b>	<b>\$100</b>	<b>\$100</b>



## Cashflow statement

Cash Flow Statement	Actual 2017/18 \$ 000's	Actual 2018/19 \$ 000's	Estimate 2019/20 \$ 000's	Budget 2020/21 \$ 000's	Forecast 2021/22 \$ 000's	Forecast 2022/23 \$ 000's
<b>Cash Flows from Operating Activities</b>						
<b>Receipts</b>						
Corporate Funding	\$935	\$843	\$843	\$843	\$843	\$843
Interest	\$149	\$144	\$81	\$30	\$30	\$30
Net GST Received from ATO	\$639	\$390	\$735	\$842	\$532	\$514
Other (includes staff secondments)	\$42	\$38	\$1,488	\$1,185	\$750	\$750
<b>Grants</b>						
Receipts from State	\$8,296	\$8,993	\$7,816	\$9,031	\$9,000	\$9,000
Receipts from Commonwealth	\$4,913	\$2,383	\$3,304	\$3,139	\$3,000	\$3,000
Receipts from Other Investors	\$1,065	\$1,321	\$1,227	\$624	\$500	\$500
<b>Payments</b>						
Payments to suppliers	(\$10,603)	(\$8,806)	(\$10,506)	(\$12,027)	(\$7,597)	(\$7,348)
Payments to employees and staff costs	(\$6,155)	(\$6,160)	(\$6,142)	(\$6,591)	(\$6,789)	(\$6,993)
<b>Net cash provided by operation activities</b>	<b>(\$719)</b>	<b>(\$854)</b>	<b>(\$1,154)</b>	<b>(\$2,924)</b>	<b>\$269</b>	<b>\$296</b>
<b>Cash Flows from Investing Activities</b>						
Payments for purchase of fixed assets	(\$192)	(\$396)	(\$271)	(\$300)	(\$300)	(\$300)
Proceeds from disposal of fixed assets	\$284	\$190	\$150	\$150	\$150	\$150
Proceeds from disposal of investments	\$0	\$500	\$500	\$0	\$-	\$-
<b>Net Cash used in investing activities</b>	<b>\$92</b>	<b>\$294</b>	<b>\$379</b>	<b>(\$150)</b>	<b>(\$150)</b>	<b>(\$150)</b>
<b>Net increase (decrease) in cash held</b>	<b>(\$627)</b>	<b>(\$560)</b>	<b>(\$775)</b>	<b>(\$3,074)</b>	<b>\$119</b>	<b>\$146</b>
<b>Cash at the beginning of the financial year</b>	<b>\$8,066</b>	<b>\$7,439</b>	<b>\$6,879</b>	<b>\$6,104</b>	<b>\$3,030</b>	<b>\$3,149</b>
<b>Cash at the end of the financial year</b>	<b>\$7,439</b>	<b>\$6,879</b>	<b>\$6,104</b>	<b>\$3,030</b>	<b>\$3,149</b>	<b>\$3,295</b>



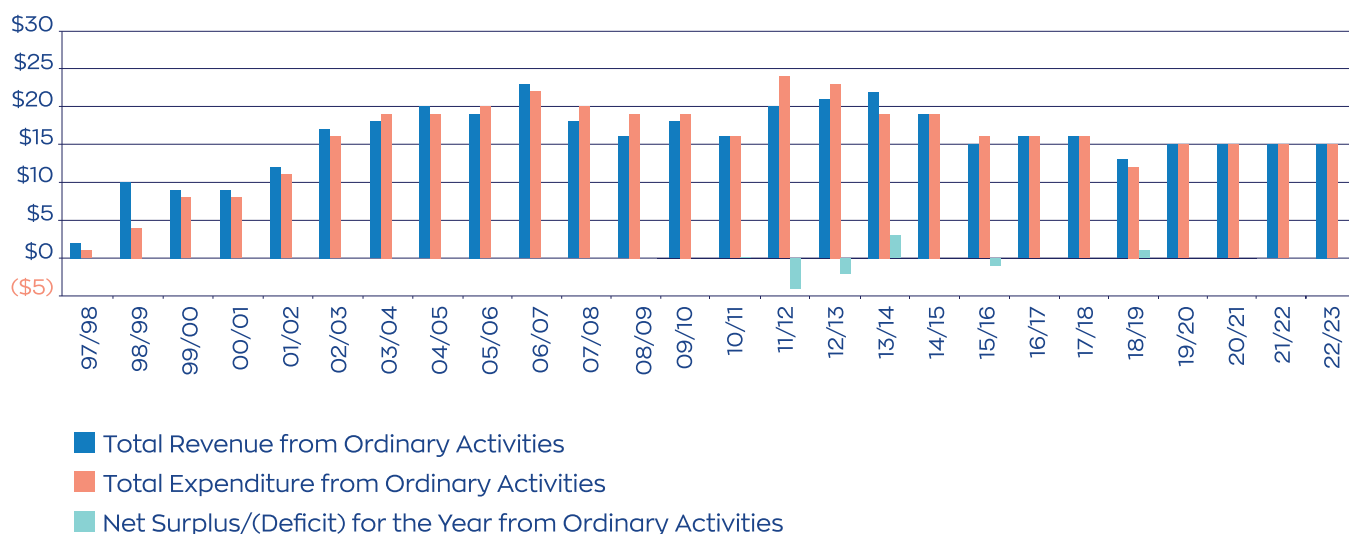
## Balance sheet

Balance Sheet	Actual 2017/18 \$ 000's	Actual 2018/19 \$ 000's	Estimate 2019/20 \$ 000's	Budget 2020/21 \$ 000's	Forecast 2021/22 \$ 000's	Forecast 2022/23 \$ 000's
<b>Assets</b>						
<b>Financial Assets</b>						
Cash/Deposits	\$7,439	\$6,879	\$6,104	\$3,030	\$3,149	\$3,295
Investments & Other Financial Assets	\$1,000	\$500	\$0	\$0	\$0	\$0
Receivables & Accrued Revenue	\$474	\$472	\$426	\$374	\$400	\$400
Prepayments	\$196	\$181	\$227	\$150	\$150	\$150
AASB15 Contract Assets			\$1,764	\$985	\$700	\$700
PP&E	\$2,003	\$2,074	\$2,074	\$2,080	\$2,080	\$2,080
<b>Total Assets</b>	<b>\$11,112</b>	<b>\$10,106</b>	<b>\$10,595</b>	<b>\$6,619</b>	<b>\$6,479</b>	<b>\$6,625</b>
<b>Liabilities</b>						
<b>Current</b>						
Accounts Payable & Accrued Expenses	\$682	\$735	\$650	\$650	\$650	\$650
Employee Provisions	\$1,445	\$1,493	\$1,494	\$1,400	\$1,442	\$1,485
Project Commitments AASB15			\$6,060	\$1,966	\$1,681	\$1,681
Right of Use Lease Liabilities			\$90	\$90	\$90	\$90
<b>Non Current</b>						
Employee Provisions	\$99	\$107	\$107	\$105	\$108	\$111
<b>Total Liabilities</b>	<b>\$2,226</b>	<b>\$2,335</b>	<b>\$8,401</b>	<b>\$4,211</b>	<b>\$3,971</b>	<b>\$4,017</b>
<b>Net Assets</b>	<b>\$8,886</b>	<b>\$7,771</b>	<b>\$2,194</b>	<b>\$2,408</b>	<b>\$2,508</b>	<b>\$2,608</b>
<b>Equity</b>						
Contributed Capital	\$229	\$229	\$229	\$229	\$229	\$229
Contributed Capital - surplus transfer	\$8,527	\$8,527	\$8,527	\$8,527	\$8,527	\$8,527
Asset Revaluation	\$829	\$848	\$848	\$848	\$848	\$848
Accumulated Surplus (Deficit)	(\$699)	(\$1,833)	(\$7,410)	(\$7,196)	(\$7,096)	(\$6,996)
<b>Total Equity</b>	<b>\$8,886</b>	<b>\$7,771</b>	<b>\$2,194</b>	<b>\$2,408</b>	<b>\$2,508</b>	<b>\$2,608</b>

## Estimated capital expenditure

Estimated Capital Expenditure	Actual 2017/18 \$ 000's	Actual 2018/19 \$ 000's	Estimate 2019/20 \$ 000's	Budget 2020/21 \$ 000's	Forecast 2021/22 \$ 000's	Forecast 2022/23 \$ 000's
<b>Opening Written Down Value</b>	<b>\$2,270</b>	<b>\$2,003</b>	<b>\$2,074</b>	<b>\$2,074</b>	<b>\$2,080</b>	<b>\$2,080</b>
Depreciation	(\$273)	(\$196)	(\$205)	(\$211)	(\$211)	(\$211)
Additions	\$191	\$396	\$300	\$300	\$300	\$300
Revaluation	\$62	\$18	\$0	\$0	\$0	\$0
Disposals at Written Down Value	(\$247)	(\$147)	(\$95)	(\$83)	(\$89)	(\$89)
<b>Closing Written Down Value</b>	<b>\$2,003</b>	<b>\$2,074</b>	<b>\$2,074</b>	<b>\$2,080</b>	<b>\$2,080</b>	<b>\$2,080</b>

## Summary of financial results and forecasts 1997-98 to 2022-23 (\$ millions)



## New project funding

New Project Funding	Actual 2017/18 \$ 000's	Actual 2018/19 \$ 000's	Estimate 2019/20 \$ 000's	Budget 2020/21 \$ 000's	Forecast 2021/22 \$ 000's	Forecast 2022/23 \$ 000's
<b>State Government</b>						
DELWP	\$9,747	\$8,925	\$7,775	\$9,031	\$9,000	\$9,000
Department of Justice	\$0	\$68	\$41	\$0		
<b>Commonwealth Government</b>						
Murray Darling Basin Plan	\$1,489	\$1,263	\$1,278	\$1,478	\$1,500	\$1,500
National Landcare Program	\$2,729	\$556	\$2,026	\$1,661	\$1,500	\$1,500
Biodiversity Fund	\$0	\$0	\$0	\$0	\$0	\$0
Natural Disaster Financial Assistance	\$310	\$564	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0	\$0
<b>Other Funding</b>						
Water Corporations	\$47	\$840	\$1,159	\$624	\$500	\$500
CMA's	\$150	\$37	\$50	\$0	\$0	\$0
Other	\$59	\$83	\$18	\$0	\$0	\$0
<b>Total Project Funding Received</b>	<b>\$14,531</b>	<b>\$12,336</b>	<b>\$12,347</b>	<b>\$12,794</b>	<b>\$12,500</b>	<b>\$12,500</b>
<b>Project Programs Expenditure</b>	<b>(\$14,592)</b>	<b>(\$13,494)</b>	<b>(\$13,461)</b>	<b>(\$16,109)</b>	<b>(\$12,500)</b>	<b>(\$12,500)</b>
<b>Net Programs (Expenditure)/Carry</b>	<b>(\$61)</b>	<b>(\$1,158)</b>	<b>(\$1,114)</b>	<b>(\$3,315)</b>	<b>\$0</b>	<b>\$0</b>

<b>Opening Balance</b>	<b>\$6,629</b>	<b>\$6,568</b>	<b>\$5,410</b>	<b>\$4,296</b>	<b>\$981</b>	<b>\$981</b>
<b>(Expenditure)/Carry</b>	<b>(\$61)</b>	<b>(\$1,158)</b>	<b>(\$1,114)</b>	<b>(\$3,315)</b>	<b>\$0</b>	<b>\$0</b>
<b>Closing Balance</b>	<b>\$6,568</b>	<b>\$5,410</b>	<b>\$4,296</b>	<b>\$981</b>	<b>\$981</b>	<b>\$981</b>

# Notes

## Corporate programs and cost recovery

Corporate programs and cost recovery to deliver NRM and statutory functions, the North Central CMA must have corporate systems and services in place such as human resource management, finance, ICT, communications and governance. The Victorian Government provides \$0.8 million toward corporate charges and expenditures are considered annually by the Board as part of the budget process and are based on a full cost recovery model.

Business and system improvements providing productivity gains have enabled the North Central CMA to continue to keep corporate charges to projects at a low level.

## Service fees and charges

The North Central CMA can charge fees for services provided in accordance with the Department of Treasury and Finance Cost Recovery Guidelines. The Authority does not currently charge any fees for services.

## Compliance with Australian Accounting Standards

The North Central CMA prepares the annual general-purpose financial report in compliance with Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board, the requirements of the *Financial Management Act* and applicable Ministerial Directions.

## Depreciation and amortisation

Depreciation is included in the financial statements. Rates for depreciation are determined by the expected useful life of the assets. In 2017-18, in accordance with the FRD, land was increased in line with indexations advised by the Department of Environment, Land, Water and Planning over the two-year period since the revaluations, and this increase was affected in the Balance Sheet at 30 June 2018. The offset was an increase in the Asset Revaluation Reserve.

## Capital

The majority of capital expenditure for the North Central CMA relates to the replacement of motor vehicles in line with Government Standard Motor Vehicle policy and safety requirements. The Plan includes an allocation of \$250k per year for this purpose.

## Key financial assumptions

The key financial assumptions that have been used in the development of the Corporate Plan are:

- Revenue based on current programs and expected future programs.
- Salaries and wages increase of three per cent inline with the endorsed Enterprise Agreement.
- Corporate cost increases of two per cent factoring in some expected savings targets.
- Growth in project or corporate FTEs limited to project demand.
- Corporate cost recovery targeted towards a break-even position.
- Interest rates to remain low.

Net Project Expenditure in excess of Project Receipts represent the intent to deliver project funding carried forward from previous years.

## Review of Corporate Plan

The Board monitors progress against the Corporate Plan objectives.

The North Central CMA's performance, as defined by the performance measures in the Corporate Plan, is reported in the Annual Report.

The strategic objectives are updated each year based on changes occurring in the operating environment, including:

- Changes in revenue
- The drive for more-cost-effective systems, processes and allocation of resources
- Ministerial direction
- Community feedback
- Catchment condition
- Government reform



