

Corporate Plan

2014-15 to 2018-19

Creating value for the community through partnerships



NORTH CENTRAL
Catchment Management Authority
Connecting Rivers, Landscapes, People



Acknowledgement of Country

The North Central Catchment Management Authority acknowledges Aboriginal Traditional Owners within the region, their rich culture and spiritual connection to Country. We also recognise and acknowledge the contribution and interest of Aboriginal people and organisations in the management of land and natural resources.

Document name: North Central Catchment Management Authority Corporate Plan 2014-15 to 2018-19

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Foreword from the Chairman and CEO

This Corporate Plan sets out the future for the North Central Catchment Management Authority's activities over the next year and our focus beyond to 2018-19.

During 2014-15 we will deliver \$20.6 million of natural resource management investment across north central Victoria. This will include:

- Securing riparian on-ground works as part of a large-scale river restoration project for the Campaspe River
- Protecting and enhancing endangered native vegetation - principally through the Northern Eco-Connections project, a consortium partnership project across three CMAs
- Protecting the region's soils and building community capacity through our Farming for Sustainable Soils project phase 2
- Consolidating and streamlining our floodplain and statutory function responsibilities in partnership with two other CMAs
- Delivering on our 2013-19 Regional Catchment Strategy Implementation Plan
- Implementing our 2014-22 Regional Waterway Strategy, including the delivery of environmental water to secure the health of the region's rivers and wetlands
- Achieving the first environmental watering of Gunbower Forest by using the Hipwell Rd channel and associated infrastructure to deliver the water and secure enduring protection of the River Red Gum forest and wetlands on Gunbower Island as part of The Living Murray program.
- Supporting the on-ground efforts of the region's community volunteers through our renewed Regional Landcare Support Strategy
- Implementing our new 'High Community Significance Project' approach to activities requiring a high degree of community engagement.
- Producing our inaugural NRM auditing report, telling the story of the enduring landscape change we are achieving through our on-ground projects. This process is helping to measure our effectiveness and inform initiatives to achieve continual improvement.

In 2013-14 we met all our statutory obligations. This included:

- Putting the finishing touches to the last of ten flood mitigation and urban drainage plans, completing the construction of the new Quambatook Weir, realigning 3 km of the Pental Island levee and fencing and revegetating 70 already repaired erosion control structures.
- Completing construction of the \$13.5 million Hipwell Road Channel in the upper Gunbower Forest on time and under budget, in partnership with Goulburn-Murray

Water. This puts in place all the infrastructure needed to efficiently deliver environmental water into the forest.

- Working closely with local government to embed flood study information into strong planning outcomes and partnering with our municipalities in sourcing funding to implement flood mitigation and urban drainage works.
- Building a state-of-the-art fishway to replace the Echuca Weir on the Campaspe River enabling native fish to access 27 km of river upstream of the weir
- Facilitating a successful Indigenous cultural heritage mapping program with Barapa Barapa, documenting sites of cultural significance and building the capacity of our Indigenous community members.
- Managing the delivery of 48 gigalitres of environmental water to improve the health of our rivers and wetlands
- Engaging with our communities in enhancing our natural environment and delivering education, biodiversity and water use efficiency programs.
- Releasing the latest edition of the 'Caring for Country land management guide' to assist new and existing land managers, particularly those in the rural living zone, to protect the health of their land and the broader environment.
- Involving over 700 farmers in soil related projects through our Farming for Sustainable Soils project (phases 1 and 2).

Partnerships and programs

Effective partnerships are critical to achieving our purpose of enhancing the integrity of our catchments. The level of achievement reached in 2013-14 is not possible without the assistance of major agency and community partnerships and the efforts of our dedicated staff. The capacity to deliver so many projects has been built over the past nine years through the investments we have made in both systems and people.

We will continue to work in partnership with many people and organisations to provide value for both our investors and our community.

We acknowledge the important role played by our partners, who include the Australian and Victorian governments and their agencies, local government, rural and urban water corporations, local communities, landholders and Landcare groups.

We will continue to provide strategic support and direction to our reinvigorated regional Landcare movement of more than 160 groups in nine Landcare Networks comprising committed and resilient community NRM volunteers.

Business excellence and efficiency

In 2014-15 we will undertake a second survey to measure our efficiency and benchmark our performance under the Australian Business Excellence Framework. In this ongoing journey we will continue to improve the decision making processes we use to guide our environmental investment, as well as improve how the monitoring, evaluation and reporting cycle informs our decisions. We will remain focused on effective business systems, efficient work practices and building a culture of continual improvement.

Our priorities and the 2014-15 year ahead

The North Central Catchment Management Authority's funding priorities for this Corporate Plan include:

- Implementing projects that are part of the second year of the five-year Caring for Our Country program
- Implementing our Regional Catchment Strategy and Regional Waterway Strategy
- Protecting threatened species and ecological communities - with a focus on the 'Caring for the Campaspe' and 'Northern Eco-connections' projects
- Implementing our Protecting and Enhancing Priority Wetlands program
- Completing detailed design for the Guttrum and Benwell State Forests Flood Enhancement Project and the Gunbower National Park Floodplain Management Project
- Completing the first environmental watering of Gunbower Forest using the new infrastructure, including the recently completed Hipwell Road channel

- Increasing the capacity of communities to actively participate in natural resource management - particularly through our Landcare, Waterwatch and Indigenous engagement programs
- Completing a Regional Carbon Action Plan
- Maintaining productive agricultural land - through the FarmWater Program, the Farming for Sustainable Soils 2 Project and Healthy and Productive Irrigated Landscapes
- Progressing our educational role in making iMap easily accessible to our community, particularly Landcare groups
- Ensuring compliance with statutory obligations under the relevant Acts.

On behalf of the Board and Executive we look forward to guiding the actions in this Corporate Plan for 2014-15 to 2018-19 and commend it to you.

A handwritten signature in black ink that reads "David Clark".

David Clark
Chairman

A handwritten signature in black ink that reads "Damian Wells".

Damian Wells
Chief Executive Officer

About the North Central CMA

The North Central Catchment Management Authority (CMA) is the lead natural resource management (NRM) agency in north central Victoria, delivering programs in partnership with communities and other agencies to protect and enhance the integrity of the region's four river catchments.

The Authority creates value for communities and the environment by partnering with landholders, community groups, volunteers, agencies and research institutions to deliver the following services and responsibilities:

- **Natural Resource Management:** Sourcing funds for on-ground projects and supporting community groups, such as our 160+ Landcare groups, to partner in the protection and enhancement of the region's catchments.
- **Identification of Regional Assets:** Over 400 natural assets have been identified through community engagement and referenced within the 2013-19 Regional Catchment Strategy.
- **Leading Regional Environmental Strategy and Policy:** Providing advice to government on regional catchment issues and developing the 2014-22 North Central Regional Waterway Strategy for securing the health of our rivers and wetlands. The strategy allows for effective planning and delivery of environmental water and is critical to the health of the region's waterways.
- **Flood and Disaster Response:** Providing flood prediction advice to VicSES and coordinating flood recovery programs and funding.
- **Statutory Planning:** Providing floodplain advice and issuing permits to protect life and property and support local government, planning authorities and communities with expert data and recommendations.
- **Environmental Water Management:** Planning of the best case scenario environmental water delivery and implementing delivery.
- **Protecting and Enhancing Natural Assets:** Working with a variety of communities, agencies and partners to protect and enhance the region's natural assets, including waterways and floodplains, wetlands, soil and biodiversity.

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*. It is accountable to the Minister for Environment and Climate Change, the Hon. Ryan Smith MP and the Minister for Water, the Hon. Peter Walsh MP.

About the Catchment

The North Central CMA region covers about three million hectares or 13 per cent of Victoria. It is bounded by the Murray River at its northern edge, Mt Camel Range to the east and the Great Dividing Range to the south.

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

The region has a population of over 240,000 people, concentrated in the growing regional hub of Bendigo, and townships of Echuca and Swan Hill. The southern part of the region is a popular lifestyle choice for "tree-changers" with the annual population growth projected to continue at almost 50 per cent greater than the average for regional Victoria.

The annual rainfall varies across the region from 300 millimetres (mm) in the north-west to over 1200 mm in the south-east. Temperatures to the south often fall below 1°C during the winter months while to the north regularly reaches above 40°C in summer.

The North Central CMA region is agriculturally diverse. Horticulture, dairying and dryland farming - particularly grain cropping and livestock grazing - are the main enterprises.

In the north of the region, the Loddon/Campaspe irrigation area supports dairy, mixed farming and horticulture. 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.

Approximately 13 per cent of the North Central CMA region is public land. 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.



Our catchment at a glance

- 13 per cent of Victoria
- 240,000 residents
- 87 per cent private land holding
- over 400 identified natural assets

Figure 1: The North Central CMA region

The North Central CMA region comprises four major river catchments: Campaspe, Loddon and Avoca, and Avon-Richardson. The Campaspe and Loddon rivers are regulated systems that drain to the Murray River, while the Avoca River flows into a series of terminal lakes and wetlands known as the Avoca Marshes.

During large flood events, the Avoca may flow directly into the Murray River and then to a further series of terminal lakes. The Avon-Richardson catchment is internally drained, with most surface water flowing into Lake Buloke.

Key Regional Issues

Water Reform, Agricultural Competitiveness and Sustainability

Issues surrounding water reform continue to present significant challenges for the region and are a major focus for many activities. The implementation of the Murray-Darling Basin Plan’s Sustainable Diversion Limits (SDLs) on the amount of surface water and groundwater that can be taken from our water resources, along with irrigation modernisation and rationalisation through Goulburn-Murray Water’s (G-MW) Connections Project are significant issues affecting our irrigators and communities, particularly in the north of the region.

Land use is changing rapidly as landholders adopt more flexible farming systems to manage risks associated with a variable climate, irrigation modernisation and rationalisation, water trade out of the region, Australian Government water entitlement buyback and food security.

Water reform also provides potential opportunities for our rivers and wetlands through increased environmental water availability. For example, in 2013 the Victorian Government announced an additional 22.3 gigalitres of environmental water for the Campaspe River would come from the G-MW Connections Project as a result of the decommissioning of the Campaspe Irrigation District.

We remain focused on programs that invest in on-farm water use efficiency and increased agricultural productivity such as the FarmWater Program and our Farming for Sustainable Soils Program. Along with environmental works and measures in Gunbower Forest, we are ensuring we take advantage of opportunities afforded by the changes happening in our region to enhance our environmental, social and agricultural outcomes. The North Central CMA continues to work closely with landholders, local governments, the Murray-Darling Basin Authority and partners such as DEPI and G-MW on these important matters.

Urban Growth

Urban growth and population shift within the region remain important issues and north central Victoria continues to undergo significant transformation. Victoria’s top three regional growth centres are here in our region. With population shift, demographic changes in the region’s north and peri-urbanism in the south comes pressure on

water resources and the natural environment. These pressures include clearing of native vegetation for increasing urbanisation, and the building of residential properties near reserve boundaries. Population change and its effect on land use places pressure on our statutory functions in protecting the environment, promoting community capacity and resilience, and maintaining productive agricultural land.

It is critical for strong linkages between the Loddon Mallee (and also Grampians) Regional Growth Plans and the North Central Regional Catchment Strategy to ensure pressures on our natural environment are considered in future urban growth planning.

Form of this Corporate Plan

The Corporate Plan has been prepared in accordance with Sections 19C and 19D of the *Catchment and Land Protection Act 1994*. The plan's form complies with the required specifications of the Minister for Environment and Climate Change, the Hon. Ryan Smith MP and the Minister for Water, the Hon. Peter Walsh MP.

The 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 under the *Catchment and Land Protection Act 1994*, *Water Act 1989*, *Freedom of Information Act 1982*, *Information Privacy Act 2000*, *Public Administration Act 2004*, *Financial Management Act 1994*, and all associated statutory instruments, ministerial directions and departmental requirements.

Part A: Statement of Corporate Intent

Strategic Direction

The 2014-15 Corporate Plan is the fourth instalment in what is expected to be a five-year journey to achieve the organisational vision to become the benchmark organisation described below.

Having considered the current business context and the success of previous corporate plans in laying the foundations of business excellence, and operating with purpose while meeting stakeholder commitments, the North Central CMA Board has endorsed an on-going commitment to the following **Statement of Strategic Intent**.

Our Mission:

We will enhance the integrity of our catchments in partnership with our communities.

Our Vision:

We will be a benchmark organisation.

Our Approach:

- Best practice land-use Planning for our floodplains
- Optimizing catchment outcomes from environmental water use and river operations through a science and community partnership
- Attracting resources to protect and enhance assets identified in the Regional Catchment Strategy in partnership with community
- Supporting sustainable agriculture and landcare in our region
- Successfully sharing knowledge among Community, Science and Government stakeholders
- Developing and maintaining capable teams.

Our Values:

- Leadership: actively implementing, promoting and supporting the values
- Accountability: accepting responsibility for decisions and actions
- Respect: treating others fairly and objectively
- Human Rights: respecting, promoting and supporting human rights
- Responsiveness: providing best standards of service and advice
- Impartiality: acting objectively
- Integrity: earning and sustaining public trust.

Our Behaviours:

Knowledgeable, engaging and reliable

- Seek to understand
- Be honest and take responsibility
- See something, do something
- Show respect
- Actively engage.

Whilst generally meeting stakeholder expectations, the nature of reporting and maintaining governance standards has become unsustainable with the current level of resources. The resolve across our organisation is to simplify the process of monitoring and reporting, which will help demonstrate performance and increase stakeholder satisfaction.

To achieve this goal, we have created an improvement process and four projects have been established with benefits expected to be demonstrated across the range of ABEF performance areas and provide significant outcomes in:

- Operational efficiency, flexibility and responsiveness
- Demonstrating value for customers and stakeholders
- Improving employee productivity, satisfaction and retention.

Customer and stakeholder feedback processes

Increasing knowledge about how stakeholders perceive value will influence how we design key areas, such as strategy and end-to-end processes, as well as the nature of our services and scope of asset projects. Building on the strong culture of partnering, we will actively seek stakeholder feedback and integrate that feedback into all facets of decision making.

Business systems renewal

In recent years reporting requirements have grown in both complexity and frequency. The past business systems did not have the capacity or flexibility to provide efficient reporting into the future.

In 2013 we procured and installed a new business system - Technology One - and had the system configured for our business. 2013-14 was the first full year of implementation of the new business system. We also upgraded our GIS infrastructure with the immediate aim of better capturing our internal data and the longer-term aim of enabling the community to capture and manage their own data.

Organisational monitoring, evaluation and reporting (MER)

A review and systematic improvement of all MER requirements including:

- Organisational – dashboard-style key performance metrics.
- Strategy – effective execution of the 2013-19 Regional Catchment Strategy (RCS), the 2014-22 Regional Waterway Strategy and related NRM strategies and policies.
- Project – demonstrating enduring environmental change.
- Community engagement – demonstrate the impact of our community engagement, the increased awareness and any practice change that results.

Trademarks

Based on a strong foundation, the Statement of Strategic Intent will be actively promoted throughout the organisation by focusing on developing staff in the areas of leadership and team development. We will demonstrate our performance against metrics from ABEF and the People Matters Survey (conducted by State Services Authority).

The objectives of this initiative are to:

- Promote a more dynamic and adaptive culture
- Develop capacity for change management and resilience
- Retain valued people who are knowledgeable, engaging and reliable.

Business Objectives (five years)

The flagship initiatives for this Corporate Plan's next 12 months are:

Objective #1 - Meet all statutory and legislative requirements

The North Central CMA will meet its accountabilities as prescribed by the *Victorian Catchment and Land Protection (CaLP) Act 1994* and *Water Act 1989*.

Objective #2 - Maximise investment into the region's environmental assets

The North Central CMA will continue to actively seek competitive funding through state and federal government funding programs, other emerging government investors

and private organisations. It will also investigate opportunities for recovery of funds on a 'fee for service' basis.

Objective #3 - Advance community NRM capacity

The North Central CMA will continue to develop community capacity through the NRM program outlined in Part B. We will promote opportunities for the development and implementation of effective Environmental Literacy participatory education programs, such as Waterwatch and Landcare.

Objective #4 - Deliver the NRM program outlined in Part B of this plan

The North Central CMA will implement the asset and enabling projects described in Part B of this plan. The 2013-19 RCS Implementation Plan will continue to drive our investment program beyond 2014-15.

Main Business Undertakings

During 2014-15 we will:

- Fulfil our stewardship obligations by implementing the new 2013-19 **Regional Catchment Strategy** and the 2014-22 **Regional Waterway Management Strategy**.
- Continue to implement the **Caring for the Campaspe River** project - the first large-scale on-ground works project delivering river health improvements to this significant asset. The Campaspe River holds important biodiversity within the Riverina and Goldfield bioregions and contains many vulnerable, threatened or depleted vegetation communities, aquatic fauna (including the flagship species Murray Cod and Platypus) and threatened terrestrial species (Swift Parrot and Squirrel Gilder). Landholders with river frontage are embracing the project and will have fenced 25 km of riparian frontage by the end of the 2013-14 year. Complementing the river health improvements to be gained through the delivery of environmental flows downstream of Lake Eppalock the project will see the river become a healthier, better-flowing system.
- Implement the third year of the 'Kyneton Woodlands' Project which aims to assist landholders to protect, manage and re-establish Grassy Woodlands as biodiverse carbon stores on their land in an area primarily north of Kyneton. The project continues to work towards a target of re-establishing 610 hectares of woodland vegetation and to protect and enhance 950 hectares of remnant woodlands by 2017.

- Lead the implementation of the Northern Eco-Connections project across three CMAs supporting landholders to improve and protect native vegetation on private land, focusing on improving connections and linkages across the diverse landscapes of northern Victoria. This two-year \$4.59 million project is an initiative of the Victorian Government's Victorian Environmental Partnerships Program being delivered in partnership with the North Central, Goulburn Broken and North East Catchment Management Authorities. The project is being delivered through a conservation tender process, with landholders submitting bids for work they wish to undertake to improve native vegetation on their properties.
 - Continue implementation of the Protecting and Enhancing Priority Wetlands of the North Central CMA Region project, which will maintain and improve the ecological condition of six wetland complexes of international, national or state significance within the region. The project focuses on the Kamarooka, Central Murray, Boort District, Avon Plain, Cope-Cope and Bunguluke wetland complexes.
 - Operate the recently completed infrastructure to deliver environmental water into Gunbower Forest, including the Hipwell Road channel. The forest ecosystem hosts Ramsar listed wetlands and Australia's second largest River Red Gum forest that rely on regular flooding to maintain their health.
 - Complete detailed designs for the Guttrum and Benwell State Forests Flood Enhancement Project and the Gunbower National Park Floodplain Management Project.
 - Work in collaboration with community networks, including the **North Central Landcare** and **North Central Waterwatch** programs, as a platform for community involvement in decision-making and broader community engagement.
 - Commence implementation of the new 'High Community Significance Project' approach across the corporate family to ensure that our project activities are undertaken with a high degree of community engagement.
 - Provide leadership in the management of **environmental water delivery**. We will continue to play a crucial role in managing specific environmental Bulk Entitlements, investigating and managing flows in unregulated waterways for environmental benefit, responding to regional environmental water management requirements, monitoring environmental flows and engaging with the community on environmental flow issues for both rivers and wetlands.
- In order to deliver the best possible solutions for the environment and the communities' dependent on these river systems we facilitate four community-based advisory groups. These are the Loddon Environmental Water Advisory Group (LEWAG); Campaspe Environmental Water Advisory Group (CEWAG); the Central Murray Wetlands Environmental Water Advisory Group (EWAG) and the Bullarook Creek Environmental Water Advisory Group (BEWAG). Environmental water is sourced from both the Victorian and Commonwealth Environmental Water Holders.
- Lead a review of processes in **Floodplain Management and the Works on Waterways Permit System** across three CMAs to provide improved community-focused, efficient and effective Floodplain Management and Works on Waterways functions. Efficient and effective use of our combined resources can be achieved by sharing and optimizing the workforce capabilities and business processes and systems of the North Central, Goulburn Broken and North East CMAs. This is particularly important for situations of peak community demand such as emergency flood response. Consistency in business rules, protocols and processes will provide for a better customer experience and underpin the flexibility of staff to work across regions.
 - Continue to participate in the \$60 million FarmWater Program - an investment in northern Victoria and a key partnership between ourselves, Goulburn Broken CMA and other agencies. The program funds on-farm infrastructure to improve irrigation efficiency and save water. This program has already directly benefited irrigators who, in both the North Central and Goulburn Broken CMA regions, have already transferred 26 gigalitres in water savings to the environment.
 - Promote **sustainable land management** practices to protect and enhance the resilience of our region's soils and priority assets through:
 - Farming for Sustainable Soils Phase 2 project (which has now engaged over 700 farmers in soil improvement activities)
 - Healthy Productive Irrigated Landscapes
 - Regional Sustainable Agriculture Strategy
 - Regional Landcare Coordinator and Regional Landcare Facilitator projects.
 - Develop a North Central Carbon Action to strengthen our strategic planning approach for achieving enduring environmental change across north central Victoria.

Nature and Scope of Activities

Maintaining high standards of corporate governance is a major focus of the North Central CMA.

The Board, its sub-committees and staff all have a strong commitment to continual improvement in this area.

These high standards are supported through a structure and culture that maintains the appropriate separation of duties, and demands accountability and excellence in all aspects of the business. Figure 4 describes the governance framework and organisational structure.

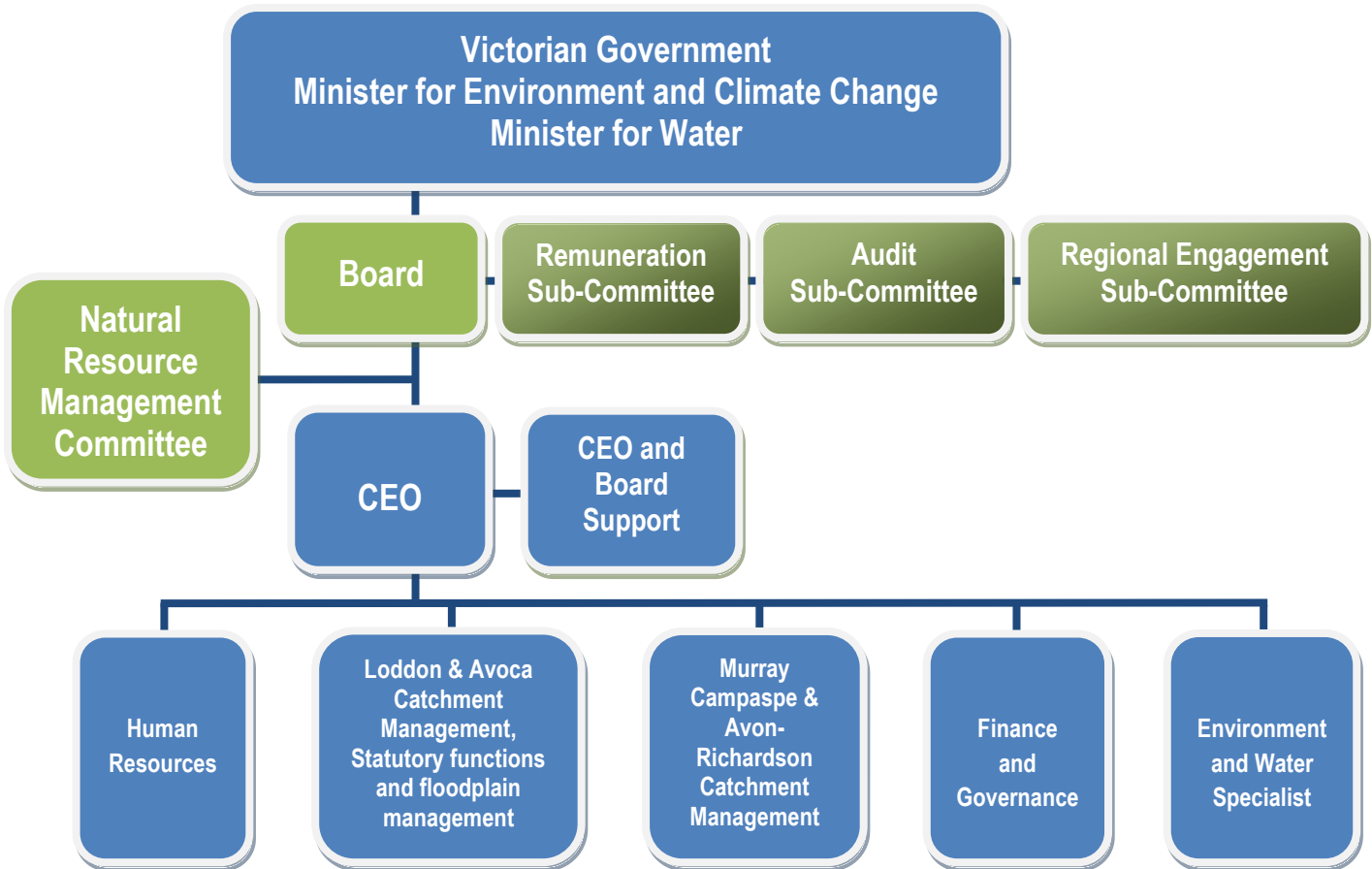


Figure 4: 2014-15 Governance framework and organisational structure



Figure 5: The North Central CMA Board – Vanessa Murray (CEO and Board support); Damian Wells (CEO); Melanie McCarthy; James Williams; Dianne Bowles; Laurie Maxted; Julie Slater; David Clark (Chair), Julie Markoff; Prue Addlem; Stuart McLean.

Table 2: Prescribed Government Measures

Performance area	Performance indicators	Targets	Achievement reporting
Governance			
Board performance	Complete and submit an annual Board performance assessment report, according to any guidelines issued	By 31 August annually	Submitted 31 August 2013
	Participation by Board members in development activities	All Board members participate in development activities	All Board members have participated in development activities
Board Charter	Develop and implement a Board Charter	The Board Charter is reviewed (and if necessary, amended) by 30 June annually	The Board Charter was reviewed on 7 May 2013
Risk and financial management	Compliance to risk management plans for each program	All programs have risk management plans in place Nil non-compliances with risk management plan	100% of programs have risk management plans in place Nil non-compliance
Policies and procedures	Regular review of policies and procedures	Each policy and procedure is reviewed at least every five years	25% of policies and procedures were reviewed in the reporting period
Efficiency and organisational performance			
Grant management	Administration costs of grants are minimised	10% or less of grant funds is spent on administration	4% of Landcare grant funds spent on administration Nil grants incurred administration costs greater than 10%
	Minimise time taken to determine grant applications	Grant applications are determined within one month of being received	The Standing Grants Panel determined grant applications within the Board's timeframe
Regulatory waterway /water functions	Number of days to process works on waterways permits	Not more than 20 working days	Average = 15.4 working days Eight applications for permits took more than 20 working days to process
	Number of days to process referrals for any works on or in relation to a dam	Not more than 20 working days	Nil referrals received
	Number of days to process referrals from local government on flooding and controls on planning scheme amendments, and planning and building approvals	Not more than 20 working days	Average = 10.0 working days Nine referrals took more than 20 working days to process Number of referrals that took more than 20 working days to process
	Number of days to process enquiries from local government and community on flooding	Not more than 20 working days	Average = 9.4 working days 31 enquiries were responded to outside the 20 working day objective. First priority of resources is given to achieving the Statutory obligation of A1-18 above. 93% of the total number of enquiries were responded to within the 20 day objective
	Number of days to process referrals for Water Use Licences referrals that don't meet the standard water-use conditions	Not more than 20 working days	Nil referrals received
	Number of days to process enquiries from Rural Water Corporations on irrigation and drainage plans, and seasonal adjustments to annual use limits	Not more than 20 working days	Nil referrals received
	Number of days to process enquiries from Rural Water Corporations issuing Take and Use Licences	Not more than 20 working days	Nil referrals received

Effectiveness and environmental outcomes			
Integrated River Health Management	Revise North Central River Health Strategy to plan for waterways in relation to their economic, social and environmental values	North Central Regional Waterway Strategy revised every six years	The 2014-22 North Central Regional Waterway Strategy was developed during 2013-14 and will be submitted to the Victorian Government by 1 July 2014
	Develop and revise Environmental Operating Strategies and Seasonal Watering Proposals to manage the Environmental Water Reserve in accordance with objectives	Environmental Operating Strategies developed or revised every five years	Environmental Water Management Plans were developed for the region's priority waterways and wetlands and will be presented to the Board for approval on 6 May 2014
		Seasonal Watering Proposals approved for all Environmental Entitlements	All 2014-15 Seasonal Watering Proposals for the region's priority waterways and wetlands and will be presented to the Board for approval on 6 May 2014
Regional Catchment Strategy (RCS)	Complete and submit the developed or revised RCS according to any guidelines, standards and related information issued	Submit the developed or revised RCS by the due date as required in any guidelines, standards and related information issued	The 2013-19 North Central RCS was gazetted by the Victorian Government on 16 May 2013
	Percentage of RCS annual actions implemented	All RCS annual actions implemented	A Regional Waterway Strategy and an Implementation Plan for the RCS was developed during 2013-14
Regional Native Vegetation Plan (RNVP) implementation	Percentage of RNVP annual actions implemented	All RNVP annual actions implemented	The RCS has replaced the 2005 RNVP and future annual targets will be reported against RCS actions
Invasive plant and animal management	Regional Invasive Plant and Animal Strategies incorporating related priorities in all land tenures in the region	Invasive Plant and Animal Strategies revised by 30 June every five years	The region's 2010-15 Invasive Plant and Animal Strategy is due to be revised in 2015
Regional and Statutory Planning	Provide advice on dryland salinity, irrigation management, soil erosion, or any other land management issue identified in the local Municipal Strategic Statement as the referral body	100% of referral responses provided for each issue	Nil referrals received
Salinity management	Implementation and periodic review of Regional Salinity Management Plans (RSMP) and the Loddon Campaspe Irrigation Region Land and Water Management Plans (LCIRLWMP)	RSMP and LWMP completed	RSMP and LWMP completed
		RSMP and LWMP periodically reviewed	The LCIRLWMP was reviewed and updated in 2011. The plan is currently being implemented
		RSMP and LWMP include annual actions to be implemented	The North Central CMA is fully compliant in meeting its statutory responsibilities regarding managing, reporting and accounting for salinity impacts to the Victorian Government and the Murray-Darling Basin Authority 600 farmers supported and 56 Whole Farm Plans completed as part of the LCIRLWMP during 2013-14
Regional Landcare groups, networks and other community groups	Deliver the Regional Landcare Support Strategy, including regional coordination of Landcare	Evaluate and revise strategy every five years	2014-18 Regional Landcare Support Plan endorsed by Board February 2014

Reporting and Review of Corporate Plan

The Board monitors progress against the Corporate Plan objectives at its meetings. North Central CMA's performance, as defined by the performance measures in the Corporate Plan, is reported in the Annual Report. In addition, its strategic direction is updated each year based on changes occurring in the operating environment, including:

- changes in revenue
- Ministerial direction
- community feedback
- the drive for more cost-effective systems, processes and allocation of resources
- catchment condition
- government reform.

Part B: Business Plan

Strategic Direction

This Business Plan is informed by the North Central CMA's Statement of Strategic Intent as outlined in Part A and 'Our Purpose'; *to protect and enhance the integrity of our catchments*. Through this plan, we focus our resources, energies and funding (as outlined in Part C) on this principal task to benefit communities, stakeholders and the environment.

The organisational improvement initiatives outlined in Part A are providing significant benefits to the Business Plan and our ability to improve its value to stakeholders through efficiency gains and redirecting effort from reporting and administration into on-ground works.

In conjunction with investment partnerships with the Victorian and Australian Governments, we continue to work with local government and regional communities to secure funds and deliver both the Regional Landcare and Waterwatch programs.

We acknowledge the need to balance targeted investment while effectively engaging NRM stakeholders, and will continue to monitor this mix in conjunction with government funding partners, to create the best possible outcomes for stakeholders and the environment.

Developing Catchment Management Authorities

We are committed to assisting government with the development of catchment management authorities to ensure they remain a relevant and valuable function of government. In particular, we believe CMAs can add value in the following areas:

- **Environmental Accounts:** In collaboration with concerned scientists and economists representing diverse government functions, as well as other agencies, we support the development of a set of environmental accounts for the effective creation of environmental policy. Our experiences will be shared through the Victorian Catchment Management

Council to inform state partners and regional colleagues.

- **Business Systems:** In the last few years there has been a vast increase in expectations for the amount, sophistication and frequency of reporting. This is acknowledged among CMAs as a considerable burden. To be consistent with government expectations in terms of efficiency, streamlining, automation, labour saving and risk elimination from manual systems we have implemented a new business system that has now been fully operational for one year and is already improving our management and the quality of our reporting. Along with an NRM audit report - involving an assessment of over 50 on-ground projects in 2013-14 - we are using our business system to help demonstrate the enduring landscape change we are achieving.

Community and Stakeholder Engagement

The North Central CMA's goal is for catchments to support successful communities through enabling profitable and sustainable economic activity including:

- a world-class irrigation sector
- a world-class dryland agricultural sector
- viable and diverse industries based in vibrant urban and rural centres.

The North Central CMA is a leader in regional engagement with strong links to Landcare, Waterwatch and other community NRM networks. Through the execution of the 2013-19 RCS, asset projects (listed in Schedule B1) are designed to secure the improved condition of the region's four catchments.

In July 2014 we will commence implementation of the new 'High Community Significance Project' approach across the corporate family to ensure that our project activities are undertaken with a high degree of community engagement.

Projects that are regarded as successful in recent years have three common ingredients, namely, 'commitment', 'ownership' and 'project visibility'. 'Model' projects include many of the recently developed flood mitigation plans, the Hipwell Road Gunbower Watering Infrastructure Project, the RCS development, and asset hand-over of the Quambatook Weir. In these projects, each part of the corporate family respected each other's role and fulfilled the requirements of their own.

Successful projects underpinned by effective community engagement are fundamental ingredients in the successful delivery of the North Central Regional Catchment Strategy.

Our achievements are made possible through coordinating, developing and implementing key on-ground programs in partnership with local communities. This continues to be the cornerstone of our activities. We undertake these programs directly or through partnerships with the DEPI, Trust for Nature, local government, Regional Development Australia, and the Murray-Darling Basin Authority. Partners also include regional water corporations, educational institutions, research bodies, the private sector and the local community. These important relationships allow us to continue to successfully deliver NRM projects with meaningful stakeholder and community input.

Regional Catchment Strategy

The Regional Catchment Strategy (RCS) is required under the *Catchment and Land Protection Act* (1994). The North Central RCS is the key planning document that sets regional priorities for the future management of natural resources across the region. The RCS spans a six-year period (2013-19) and provides focus, coordination and direction for all NRM work in the region. It will strengthen the links between rivers, landscapes and people across this unique area.

We have developed an RCS Implementation Plan to guide our work with the community and partner organisations to ensure a strong collaborative approach to implementing the RCS.

Development process

The North Central CMA is the lead NRM agency in north central Victoria for coordinating and monitoring NRM programs. We embrace this responsibility by employing best practice principles in managing and protecting the region's diverse environmental assets and striving to achieve enduring outcomes and a healthy and sustainable environment. Our approach is to ensure:

- our investment priorities align with those of the Victorian and Australian Governments
- continued implementation of the RCS and sub-strategies
- outcomes are delivered through the most efficient business processes
- all activities are monitored and evaluated through the project life cycle, including establishing resource condition baselines at the start of the project.

Objective and key principles

The overarching objective of the North Central CMA investment process is to maximise the benefits of NRM investment into the region. The following principles were used in determining our 2014-15 Regional Investment Plan:

- Ensure sufficient flexibility for the North Central CMA to adapt to changes in Victorian Government policy and investment priorities, as well as future Board direction.
- As far as practical, achieve asset goals of existing projects within the next 18 months in accordance with the above principle.
- Manage the expectations of government, science and community by:
 - implementing the recommendations from the Investment Framework for Environmental Resources review panel
 - considering any of the NRMCA's recommendations
 - seeking investor feedback on all project proposals before submitting any project for funding as part of the broader Regional Investment Plan.

In response to investment criteria, we have developed proposals that are:

- policy-led
- science-based
- asset-based
- collaborative
- risk assessed.

We are confident that our 2014-15 projects meet a range of investment criteria and guidelines, and that they will greatly benefit our community and stakeholders.

Program Overview

The North Central CMA's broad funding priorities include:

- compliance with statutory obligations under the relevant Acts
- protecting and enhancing Ramsar wetlands
- increasing landscape connectivity of priority NRM assets
- increasing the capacity of communities to actively participate in NRM
- maintaining productive agricultural land
- protecting threatened species and ecological communities.

The North Central CMA's 2014-15 Investment Program is a regional program that best reflects our statutory responsibilities, our available resources and the level of investment we have secured for the region.

The primary focus of the Regional Program is to ensure the implementation of projects directly contributing to the delivery of North Central CMA's statutory functions. In addition to the delivery of statutory obligations, the focus of the Regional Program is to coordinate the delivery of projects that address the threats to both 'well defined', specific assets, and also to priority 'diverse assets' (e.g. irrigated land) spread across a large geographic area. Investment in the Regional Program will ensure that the North Central CMA meets its obligations against all Victorian and Australian government investment priorities.

The program takes an integrated approach to the management of NRM assets consistent with the objectives of the 2013-19 Regional Catchment Strategy, the Loddon Campaspe Irrigation Region Land and Water Management Plan and the 2014-22 North Central Regional Waterway Strategy. The development of a North Central Carbon Action Plan during 2014-15 will strengthen our strategic planning approach for achieving enduring environmental change across north central Victoria.

The design of the Regional Program has been largely guided by asset-based investment frameworks – INFFER, the Healthy Productive Landscapes Framework, and NaturePrint. The key threats and risks to assets will be

actively addressed, with targeted investment to be undertaken in areas critical to achieving success. All works proposed under this program comply with Vegetation Works Standards (DSE, 2011).

The future health of the natural environment depends on the actions of people in north central Victoria, and their ability to implement and resource NRM projects. This program will build on past successes in improving the capacity of regional communities to deliver enduring environmental change.

Successful delivery of the Regional Program will contribute to:

- increasing the extent of improved and protected habitat for biodiversity
- reducing impacts of invasive plants and animals
- reducing the risk of salinity on land and water assets
- improving the quality of water and soil health
- increasing the capacity of individuals, land managers, community groups and institutions to manage the region's natural resources in a sustainable and culturally sensitive manner.

Supported by the application of INFFER the Regional Program addresses the following threats to assets in the region:

- salinity
- altered water flows
- vegetation removal/habitat loss
- inappropriate land use
- declining/poor water quality
- erosion and soil disturbance
- invasive plants and animals.

If these threatening processes are left unchecked, the health and sustainability of our ecosystems will continue to decline, putting at risk the priority environmental assets and the threatened species, farm productivity and ecosystem functions they support.

Table 2: 2014-15 Corporate Plan Project List

Table 2 lists the range of known and unconfirmed projects for 2014-15.

Project title	Type
Administration of Statutory Functions	Obligatory
Basin Plan EWMP	Enabling
Caring for the Campaspe	Asset
Carisbrook Flood Mitigation Works	Enabling
DEPI Innovation Grant - partner funding	Enabling
Environmental Water Reserve Officers	Enabling
Farming for Sustainable Soils 2	Enabling
Farming for Australian Conditions	Enabling
Farm Water Program	Enabling
Gunbower Forest key Asset Protection	Asset
Healthy Productive Irrigated Landscapes	Enabling
Indigenous Case Studies	Enabling
Kerang Wetlands Protection	Asset
Kooyoora Connections Project	Enabling
Kyneton Woodlands Project	Asset
Long Swamp	Asset
North Central Climate Change Plan	Enabling
North Central Regional Strategy for Healthy Rivers and Wetlands	Enabling
North Central Waterwatch	Enabling
Northern Eco-Connections	Enabling
Project RENEW	Enabling
Protecting Remnant Grassy Ecosystem	Asset
Protecting and Enhancing Regional Priority Wetlands	Enabling
Reducing Nitrous Oxide	Enabling
Regional Carbon Action Plan	Enabling
Regional Indigenous engagement	Enabling
Regional Landcare Coordinator	Enabling
Regional Landcare Facilitator	Enabling
Reporting and Accounting for Salinity	Obligatory
Regional Sustainable Agriculture Project	Enabling
River Maintenance	Enabling
SDL Offsets Gunbower	Enabling
SDL Offsets Guttrum Benwell	Enabling
TLM Enviro Delivery	Asset
TLM Gunbower Forest	Asset
TLM Indigenous Partnership	Enabling
Victorian Landcare Grants	Enabling

Note: **Asset** = primary focus to protect and enhance the environmental values of spatially defined physical assets; **Enabling** = primary focus to create community capacity, engagement or extension services; **Obligatory** = legislated services.

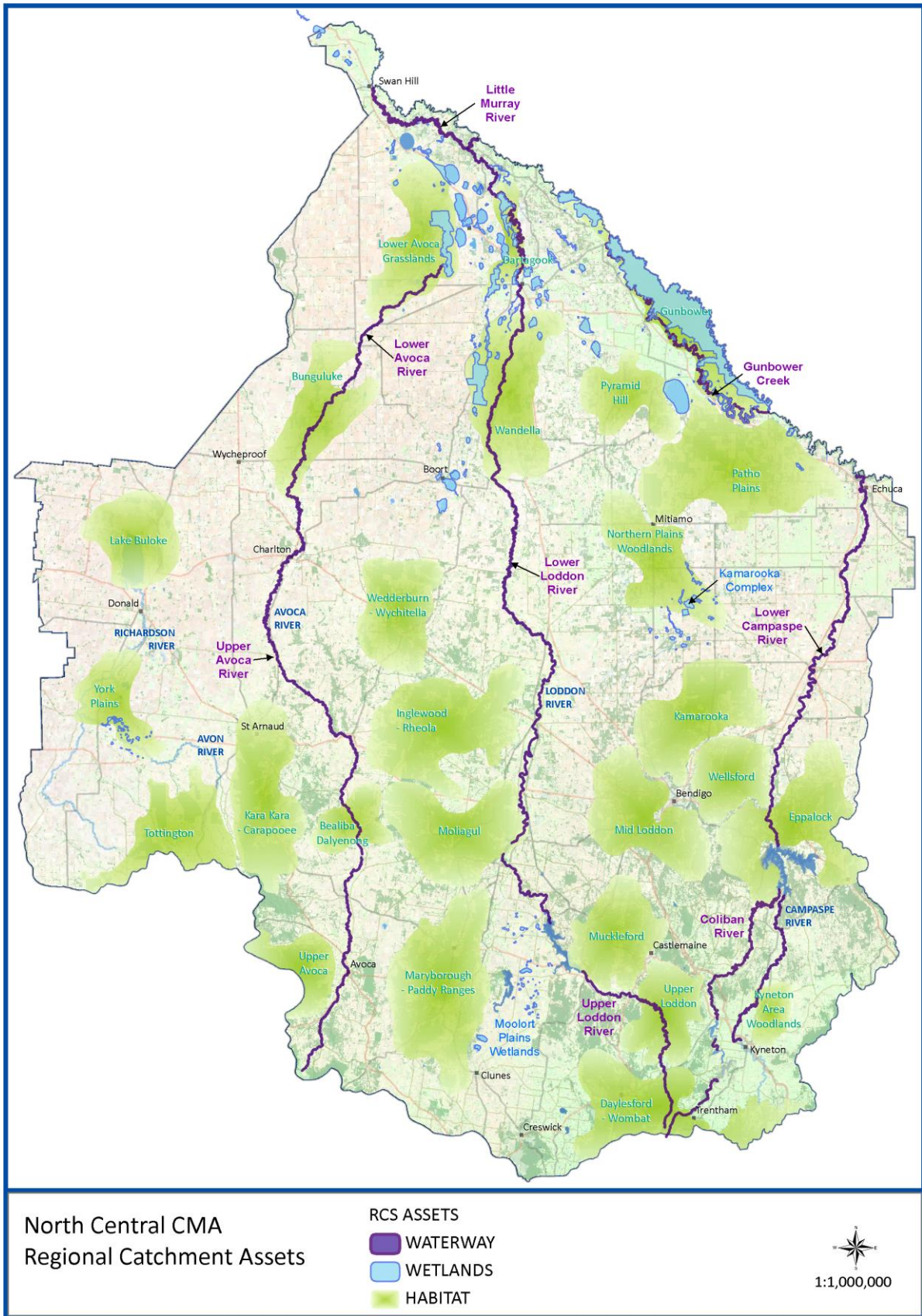


Figure 6: North Central CMA's RCS Assets Summary

Risk management

The North Central CMA’s risk framework is consistent with the International Risk Management Standard AS/NZS ISO 31000:2009, as illustrated in Figure 7.

The North Central CMA Board and Executive team continually revisits our approach to risk management.

Key risks associated with the achievement of the North Central CMA’s strategic priorities and related goals have been identified and best practice processes are in place to deal with these risks, should they materialise.

The Authority maintains a risk register, and the audit committee reviews organisational risks and reports to the Board as appropriate.

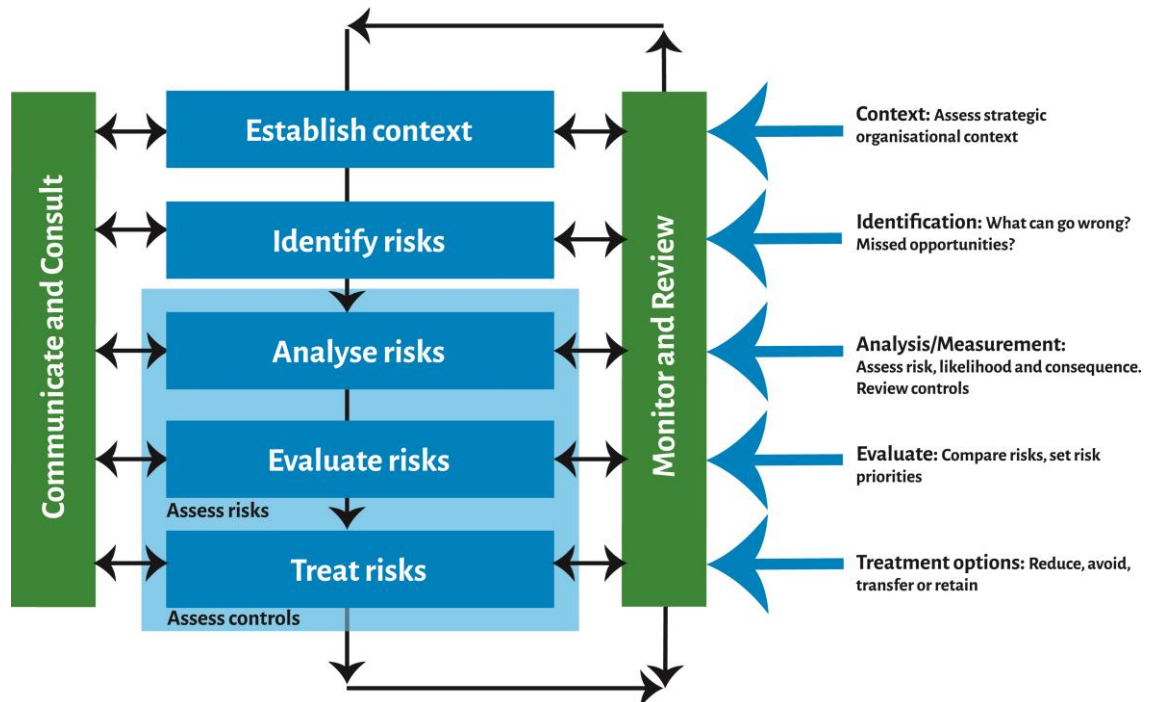


Figure 7: The International Risk Management Standard ISO 31000:2009

Table 3 provides a summary of the North Central CMA’s approach to risk in key categories. The information is based on representations made by the North Central CMA Board and Executive team.

Table 3: Summary of Major Risks

Risk Description	Strategy	Category
Failure to deliver to stakeholder expectations	The North Central CMA exists to create value for the community. Value can only be created while the organisation retains public trust and the confidence of the Government. Failure to meet community, investor and Government expectations puts the reputation, funding and sustainability of the organisation at risk. Specifically, we must ensure that we retain a high-functioning governance framework that facilitates the delivery of our statutory obligations as well as our contractual commitments and Ministerial expectations.	Strategic and Political
Injury or accident to staff or other involved person	Under <i>the Victorian Occupational Health and Safety Act 2004</i> the North Central CMA is required to provide and maintain a safe workplace for staff, contractors and the general public. Under common law, the North Central CMA also has a duty of care to all staff, contractors and the general public. OHS reports KPIs monthly to Audit Committee. To achieve this, the North Central CMA aims to actively promote a safety culture in the business and provide a safe and secure workplace by developing, maintaining and continually improving a safety system that assesses and effectively manages and where possible reduces the various risks associated with the work undertaken at the North Central CMA. To support these processes all staff are provided with appropriate training, information, equipment and facilities to undertake their work.	Occupational Health and Safety
Inadequate provision of emergency response	The North Central CMA has roles in emergency response and recovery (particularly floods) defined by the Water Act and our Statement of Obligations and must ensure that it discharges its accountabilities to prepare, protect and assist recovery of the regional community. In order to achieve this the North Central CMA will maintain relevant Response Action Plans that describe the actions the organisation will take and ensure appropriate staff resources are available to deliver the plans at all times. Compliance with these requirements will be monitored through annual review of Response Action Plans, periodic 'mock events' and evaluation following activation of any Plan.	Strategic and Political
Failure of a project	The North Central CMA receives funding from a range of sources (primarily Government) to undertake projects that contribute to delivering enduring environmental change and must ensure that these projects deliver on the expectations of the investor, community and Government. In order to achieve this, the North Central CMA will apply decision support tools to select feasible projects, conduct an annual project planning process and will ensure deliver of projects consistent with North Central CMA operational procedures. Compliance with these requirements will be monitored through annual investment processes, project plan approvals, a project audit methodology and the MERI Framework.	Strategic and Political
Ongoing viability of entity	The North Central CMA must ensure it is financially solvent, able to withstand changes in external circumstances and manage emergency situations whilst still able to meet obligations on an ongoing basis. In order to achieve this, the North Central CMA will not commit beyond known funding, will retain a contingency fund to meet unexpected costs or funding cuts and protect itself from loss through insurance or other contractual arrangements. Compliance with these requirements will be monitored through annual budgeting, preparation of monthly and annual accounts, daily treasury management, review by Audit Committee and auditors (including Financial Management Compliance Framework).	Financial Management
Failure to comply with statutory & compliance requirements	North Central CMA must comply with all statutory and compliance requirements including relevant parts of The Catchment and Land Protection Act, The Water Act, The Finance Act and directives received from Ministers and government departments. These requirements will be met through adherence to policies and procedures, maintaining records and reporting to management, Audit Committee and Board and providing reports and declarations to Ministers (including Annual Report, Corporate Plan, and declarations including fraud, asset loss, credit card use. Compliance with these requirements will be monitored through review by Audit Committee and auditors (including Financial Management Compliance Framework).	Compliance
Inability to demonstrate natural asset improvement	The RCS provides a long term vision for NRM and provides direction regarding priorities and investment. To ensure that the North Central CMA remains relevant it is important to be able to demonstrate to Government and the community that we are meeting targets set in the RCS and that we are creating enduring environmental change. This can be done by ensuring best science is being used and that a robust Monitoring, Evaluation, Reporting and Improvement framework is implemented and that the CMA can tell the story about the environmental benefits achieved.	Operational
Loss of social licence to operate	The risk arising from negative perception on the part of stakeholders (including Government Ministers, investors and the communities with whom we work) can adversely affect the North Central CMA's ability to maintain existing, or establish new, relationships and have continued access to resources. Policies and procedures are in place to limit our exposure to negative media and adverse community opinion; including negative comments posted on social media.	Strategic and Political

Part C (1): Financial Statements

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 1994* and applicable Ministerial Directions.

Three year financial statements

Revenue for 2013-14 is expected to be \$20.5M. This includes receipts late in the year for the Northern Eco-Connections and SDL Offset programs, which lead to the amount of unspent project funds carried into 2014-15 rising to \$4.6M. This is also reflected in the cash balance.

The approach for 2014-15 and beyond is to take a conservative view on revenue by including only confirmed or highly likely funding. This results in revenue falling to \$16.6M in 2014-15 and further to \$14.3M in subsequent years. Based on lower revenue the forecast is to record operating deficits each year as the unspent project funds balance reduces to \$1.4M by the end of 2016-17. Forecasts for corporate and support functions, capital expenditure and cash flow have been managed to ensure a sound financial position is maintained despite the lower revenue figures.

Disclosure of any corporate overheads allocated to projects

Business improvements providing productivity gains have enabled the North Central CMA to keep its corporate charge to 9 per cent of revenue for 2014-15. This charge covers general business support and administrative functions, and access to organisational infrastructure.

Levy charges for direct support services apply to the following functions:

- GIS and spatial information: 1.25 per cent
Spatial and data systems, map production.
- Indigenous Engagement: 2.0 per cent
Compliance, Indigenous community engagement.

- Indigenous Engagement: 2.0 per cent
Compliance, Indigenous community engagement.
- Communications: 2.5 per cent
Marketing, event coordination, community engagement.

This costing model is consistent with the recommendations of the SCRIVCO report and the principle that projects should bear the true costs of delivery through the full lifecycle of the project.

Project costing principles

The North Central CMA applies the following principles in costing any project and determining the nature of works and action to be undertaken.

1. **Right scope:** agree with funding partners on the SMART goals considering right outcome, right intervention, right approach.
2. **Compliance:** meet all project governance requirements (Organisational Performance Panel, Audit Committee, Board Review, Standing Grants panel as required) including legislative and statutory obligations; applicable policies and best management practices (project planning incorporating MERI and Engagement); and stakeholder service level agreements.
3. **Value for money:** utilise decision support tools such as INFFER to qualify investment thresholds, opportunities for multiple outcomes, environmental benefits and demonstrate cost/benefit ratio.
4. **Enduring environmental outcomes:** the outcomes of the project must be sustainable for the benefit of future generations.
5. **Transparent costing:** in context of principles 1 to 4, project costing considers past experience and applicable productivity gains through innovation and improvements to deliver the most cost effective solutions for our stakeholders.

Part C (2): Financial Statements

Table 4: Planned programs for the forthcoming financial year

North Central CMA Planned Programs	2014-15 Forecast Income & Expenditure by Source of Funding						
	State Statutory	State Discretionary	State Disaster Recovery	C'wealth	Other	Total Revenue	Proposed Expenditure
	\$ 000's	\$ 000's	\$ 000's	\$ 000's	\$ 000's	\$ 000's	\$ 000's
Income							
<i>Corporate & Statutory Operations</i>							
Board, NRMC, CEO & Finance	905					905	1,565
Other Revenue (including staff secondments)					201	201	
Interest					90	90	
Total Corporate & Statutory Operations	905				291	1,197	1,565
Total Project Funded Programs	964	6,764	2,939	7,423	1,264	19,354	19,030
Total North Central CMA	1,869	6,764	2,939	7,423	1,555	20,551	20,594

Table 5: Five-Year Operating Statement

Actual 2012/13 \$ 000's	Operating Statement	Forecast Current Year 2013/14 \$ 000's	Forecast 2014/15 \$ 000's	Forecast 2015/16 \$ 000's	Forecast 2016/17 \$ 000's
	<i>Statutory Operations: Governance</i>				
947	Corporate Funding	905	800	800	800
250	Interest	90	80	80	80
207	Other (includes staff secondments)	201	50	50	50
	<i>Project Grants</i>				
-	-				
	<i>State Government</i>				
5,474	Victorian Water Group (VIF)	4,298	4,106	4,106	4,106
4,741	Natural Disaster Relief & Recovery	2,939	0	0	0
0	Victorian Environmental Partnerships Program	1,906	2,061	0	0
701	Department of Environment and Primary Industries	769	746	746	746
350	Natural Disaster Resilience Grants Scheme	323	445	445	445
667	DEPI - Fisheries	142	0	0	0
0	Office of Water	0	200	200	200
0	Office of Living Victoria	0	15	15	15
189	Other	290	0	0	0
	<i>Commonwealth Government</i>				
4,108	Caring for Our Country	3,161	3,361	3,361	3,361
1,123	The Living Murray	1,138	480	480	480
229	Department of Environment	1,635	1,913	1,913	1,913
88	Land Sector Package	741	513	513	513
40	Action on the Ground	259	190	190	190
0	Carbon Action Plan	389	0	0	0
90	Other	100	0	0	0
	<i>Other Funding</i>				
898	Water Corporations	1,127	0	0	0
0	Local Government	0	200	200	200
993	Other	137	245	245	245
21,096	Total Revenue	20,551	15,405	13,344	13,344
	Expenditure				
	Corporate & Statutory Operations				
162	Board	183	180	180	180
118	NRMC	138	140	140	140
361	Chief Executive Officer & support	388	380	380	380
261	Strategic Fund	409	0	100	100
467	Business Manager & support	482	440	440	440
2,812	Other Statutory & Support functions	2,393	2,190	2,100	2,000
(3,212)	Recovery from Project Programmes	(2,427)	(2,400)	(2,410)	(2,310)
22,337	<i>Project Programmes</i>	19,030	15,716	13,414	13,414
23,306	Total Expenditure	20,594	16,646	14,344	14,344
(2,210)	Operating Surplus (Deficit)	(43)	(1,241)	(1,000)	(1,000)

Table 6: Five-Year Statement of Cash Flows

Actual 2012/13 \$ 000's	Statement of Cash Flows	Forecast Current Year 2013/14 \$ 000's	Forecast * 2014/15 \$ 000's	Forecast * 2015/16 \$ 000's	Forecast * 2016/17 \$ 000's
	<u>Cash Flows from Operating Activities</u>				
	-				
	<u>Receipts:</u>				
947	Corporate Funding	905	800	800	800
250	Interest	90	80	80	80
207	Other (includes staff secondments)	201	50	50	50
	<u>Grants:</u>				
12,123	Receipts from State	10,667	7,573	5,512	5,512
5,678	Receipts from Commonwealth	7,423	6,457	6,457	6,457
1,891	Receipts from Other Investors	1,264	445	445	445
(2,309)	(Increase) / Decrease in Debtors	1,898	29	0	0
	<u>Payments:</u>				
(15,490)	Payments to suppliers	(13,873)	(10,046)	(8,844)	(8,924)
(849)	Increase / (Decrease) in Creditors	(232)	(63)	0	0
(7,428)	Payments to employees and staff costs	(6,099)	(6,000)	(5,000)	(5,000)
(121)	Increase / (Decrease) in Staff Liabilities	116	(40)	0	0
(5,102)	Net cash provided by operation activities	2,361	(715)	(500)	(580)
	<u>Cash Flows from Investing Activities</u>				
(1,005)	Payments for purchase of fixed assets & intangibles	(400)	(400)	(400)	(400)
521	Proceeds on disposal of fixed assets & intangibles	183	200	200	200
(484)	Net Cash used in investing activities	(217)	(200)	(200)	(200)
(5,586)	<u>Net increase (decrease) in cash held</u>	2,144	(915)	(700)	(780)
9,148	Cash at the beginning of the financial year	3,562	5,706	4,791	4,091
3,562	Cash at the end of the financial year	5,706	4,791	4,091	3,311

Table 7: Five-Year Balance Sheet

Actual 2012/13 \$ 000's	Balance Sheet	Forecast Current Year 2013/14 \$ 000's	Forecast 2014/15 \$ 000's	Forecast 2015/16 \$ 000's	Forecast 2016/17 \$ 000's
	Assets				
	<u>Current Assets</u>				
3,562	Cash / Deposits	5,706	4,791	4,091	3,311
2,926	Receivables	1,029	1,000	1,000	1,000
	<u>Non Current Assets</u>				
3,150	Fixed Assets	2,744	2,344	2,044	1,824
9,639	Total Assets	9,479	8,135	7,135	6,135
	Liabilities				
	<u>Current Liabilities</u>				
1,795	Accounts Payable / Accruals	1,563	1,500	1,500	1,500
974	Employee Provisions	1,030	1,000	1,000	1,000
	<u>Non Current Liabilities</u>				
150	Employee Provisions	210	200	200	200
2,920	Total Liabilities	2,803	2,700	2,700	2,700
6,719	Net Assets	6,676	5,435	4,435	3,435
	Equity				
229	Contributed Capital - 1/7/1997	229	229	229	229
8,527	Contributed Capital - surplus transfer	8,527	8,527	8,527	8,527
755	Asset Revaluation	755	755	755	755
4,307	Project Funded Surplus	4,632	3,391	2,391	1,391
(7,098)	Accumulated Surplus (Deficit)	(7,466)	(7,466)	(7,466)	(7,466)
6,719	Total Equity	6,676	5,435	4,435	3,435

Table 8: Depreciation schedule

Actual 2012/13 \$ 000's	Movement in Fixed Assets and Intangibles	Forecast Current Year 2013/14 \$ 000's	Forecast 2014/15 \$ 000's	Forecast 2015/16 \$ 000's	Forecast 2016/17 \$ 000's
3,054	Opening Written Down Value	3,150	2,744	2,344	2,044
(387)	Depreciation	(623)	(600)	(500)	(420)
1,003	Additions	400	400	400	400
(521)	Disposals at Written Down Value	(183)	(200)	(200)	(200)
3,150	Closing Written Down Value	2,744	2,344	2,044	1,824

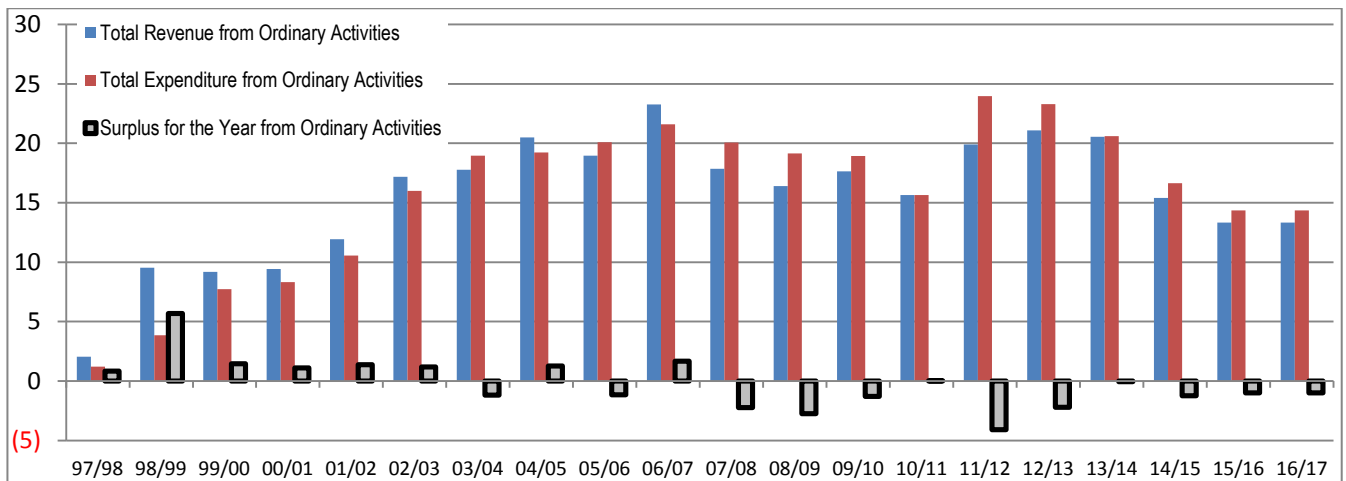


Figure 9: Summary of financial results and forecasts (\$ millions)

Part C (3): Cost Recovery

North Central CMA is investigating the opportunity to develop a range of services available to communities on a ‘fee for service’ basis in accordance with the Cost Recovery Guidelines issued by the Department of Treasury and Finance.

It is expected that this will be introduced in 2014-15 within our Statutory Functions program. Initial services offered on a fee recovery basis could include:

1. Works on waterway permits
2. Flood level advice.

North Central Victoria

The North Central CMA region consists of four river catchments and covers 13% of Victoria. It is an agriculturally diverse region with many unique natural features, including the Box Ironbark Forests and the Internationally important Gunbower and Kerang wetlands. This illustration celebrates the region's diversity.



Acknowledgement of Country

The North Central Catchment Management Authority acknowledges Aboriginal Traditional Owners within the region, their rich culture and spiritual connection to Country. We also recognise and acknowledge the contribution and interests of Aboriginal people and organisations in land and natural resource management.

LEGEND

- | | | | | | | | |
|---|---|---|---|--|---|---|---|
|  |  |  |  |  |  |  | |
| Dryland Cropping | Irrigation Area | Canola oil
Mineral Water | Rivers & Catchments | Wine Making | Box Ironbark Forest | Growth Areas | |
|  |  |  |  |  |  |  |  |
| Olives
Olive oil | Fruit & Walnuts | Dairy
Beef | Poultry
Eggs | Lamb
Wool, Pigs | Lucerne
Hay | Cereal
Crops | Potato
Farming |



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NORTH CENTRAL
Catchment Management Authority
Connecting Rivers, Landscapes, People

