



Corporate Plan

2019/20 —
2023/24



NORTH CENTRAL
Catchment Management Authority
Connecting Rivers, Landscapes, People

Creating
natural resource
management
partnerships and
programs that
deliver lasting
change

Table of contents

i.	Foreword from the Chair	2
ii.	About the North Central CMA	3
	The North Central CMA	3
	The North Central region	3
	Governance	4
	Reporting structure	4
	Board and committees	5
	Organisation structure	5
1.	Business direction	6
1.1	Our purpose (Mission)	6
1.2	Our vision	6
	Our approach (Business objectives)	6
	Our culture	6
1.3	Business outcomes	7
	Victorian government policy priorities	9
2.	Planned programs, services and infrastructure delivery	12
2.1	Delivery program	13
2.2	Business improvement program	24
2.3	Business development program	26
3.	Future challenges and opportunities	28
3.1	Specific challenges, opportunities and strategies to meet service demands and outcomes	28
3.2	Organisation Performance Framework (OPF)	30
3.3	Risk management	31
4.	Estimates of revenue and expenditure	33
4.1	Programs budget	34
4.2	Operating statement	36
4.3	Cashflow statement	37
4.4	Balance sheet	38
4.5	Estimated capital expenditure	38
4.6	Project funding	39
4.7	Notes	40

Acknowledgment 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 land and natural resource management.

Front cover image: Rodney Monk, a Traditional Owner from the Taungurung Clan, walks with Aboriginal Landscapes Seminar participants. Photo credit: Sandy Sheltema

Foreword from the Chair

We are passionate about our vision of sustainably managed land, water and biodiversity resources supporting productive and prosperous communities now and in the future. To realise this vision, we deliver natural resource management programs in partnership with communities, Traditional Owners, scientists, industry and other government partners to deliver lasting, positive change.

A suite of programs and projects that will contribute to our vision in 2019-20 and beyond are detailed in this Corporate Plan. To demonstrate the environmental, social and economic value we create for Victorians we have documented a clear line-of-sight between our projects and a range of outcomes.

Development of this Corporate Plan is driven by ever-growing concern about changing climate conditions and their impact on our landscapes and our communities. We are a thinking organisation and recognise the need to respond to this challenge. We support our decision making with the best available knowledge and we do this through an extensive advisory network such as the Environmental Water Advisory Groups that guide large scale environmental watering along the region's rivers. Our sustainable agriculture program works with farmers to plan approaches to adapt to a variable and drying climate. Over the next year we'll add a Science Panel to our network of trusted advisors too.

We will keep strengthening our relationships with the seven Traditional Owner groups in our region to achieve shared aspirations for healthy Country. Programs will be developed together to bring Recognition and Settlement Agreements, Country Plans, and our Reconciliation Action Plan to life.

Across the next year we plan to commence renewal of the North Central Regional Catchment Strategy (RCS). The RCS is bigger than our organisation, it is the region's vision for our natural resources and through it we'll encourage shared stewardship of the region's rich natural assets. Extra resources will be critical to deliver on our community's aspirations identified in the region's RCS. Through this plan we'll also increase our pipeline of funding opportunities in a bid to secure additional traditional and non-traditional funding for the region.

We have other new and important work to do in 2019-20. We'll deliver newly secured National Landcare Program projects that protect threatened plains wanderers and Australasian bitterns; boost the region's native fish stock through our Native Fish Recovery Plan; and work on plans to use water for the environment more efficiently through the Victorian Murray Floodplain Restoration Project.

We will measure the success of our projects and programs through the frameworks of our Corporate Plan, with particular focus on the outcomes and value that we create for the region's natural resources and communities.

On behalf of the Board and staff we look forward to working with the Victorian Government and our regional partners to deliver the programs and outcomes outlined in this Corporate Plan.



Julie Miller Markoff
Chair



About the North Central CMA

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 delivering programs in partnership with communities and other agencies to create lasting change for the region's four river catchments and the natural environment.

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 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 and 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 in the region 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 cropping and mixed farming (largely in the west) and cropping and mixed farming country in the mid and upper catchments. 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 Shire, City of Ballarat, Macedon Ranges Shires and the Swan Hill Rural City.

Governance

The 10 Victorian CMA's, including the North Central CMA, were established under, and deliver the legislative requirements of the:

- *Catchment and Land Protection (CaLP Act 1994)* and its Statement of Obligations, issued in January 2018.
- *Water Act 1989* and its Statement of Obligations, issued in January 2018.

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 and departmental requirements provide guidance to the CMA's on their governance requirements.

Under the *CaLP Act*, CMA's are governed by ministerially appointed Boards that are required to 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 Board, its 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 excellence in all aspects of the organisation.

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.

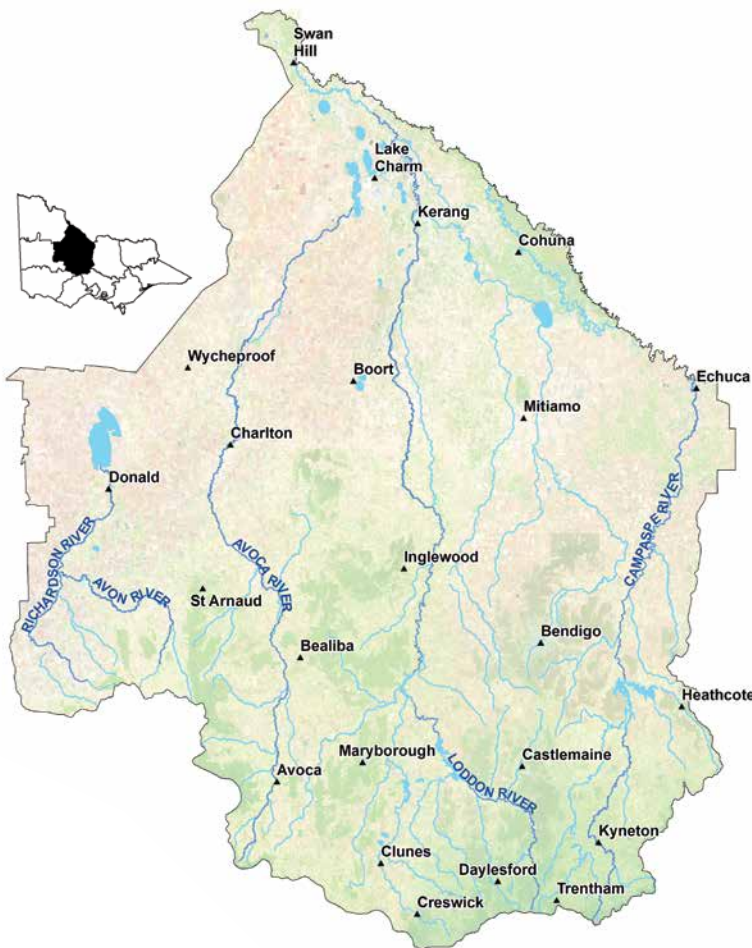
This Corporate Plan, together with the North Central CMA Annual Report, provides the basis for:

- 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 the following documents to Ministers:

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

A range of reporting and information is provided to DELWP on the progress and performance of North Central CMA activities (e.g. six-monthly and annual project reporting).




LEGEND

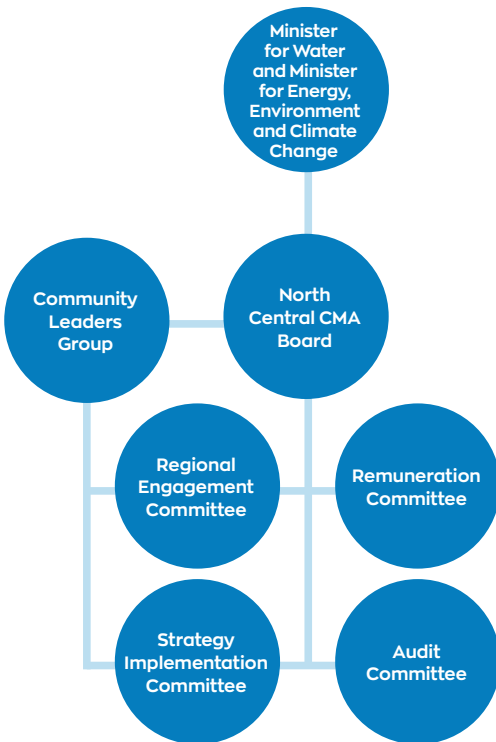
- ▲ Main Towns
- Main Wetlands
- Main Rivers
- Watercourses



Board and committees

The Victorian Government appoints diverse Boards of up to nine members to govern CMA's based on their skills and background relevant to natural resource management. Board members 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 five standing committees each chaired by a Board member, complemented by a range of project specific committees.



Community Leaders Group

Community leaders 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 with members bringing 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 two Community Leader Group members.

Strategy Implementation 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. The committee consists of four Board members nominated and endorsed by the full Board. 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.

Organisation structure

The North Central CMA organisation structure is underpinned by five key business units with an Executive Manager from each unit reporting directly to the CEO.



Business direction

The strategic direction and responsibilities for all CMA's are guided by the *CaLP Act and Water Act*, along with their complementary Statement of Obligations (SoO) and the Ministerial Letter of Expectations. Other key government strategic directions and programs include Victoria's Our Catchments, Our Communities, Water for Victoria, Protecting Victoria's Environment-biodiversity 2036, Victorian Waterway Management Strategy, Victorian Floodplain Management Strategy and Victorian Climate Change Framework as well as the Australian Government's National Landcare Program, Australian Threatened Species Strategy and the Murray Darling Basin Plan.

The North Central CMA Board reviewed the strategic direction of the organisation in March 2019 and determined that it continues provide clear and current guidance. This review was informed by the Acts, the SoO, Victorian and Australian government strategic directions and the North Central Regional Catchment Strategy 2013-19. The review also considered the important work being undertaken within the organisation to ensure it continues to deliver the best possible value for 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.

1.1 Our purpose (mission)

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



1.2 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



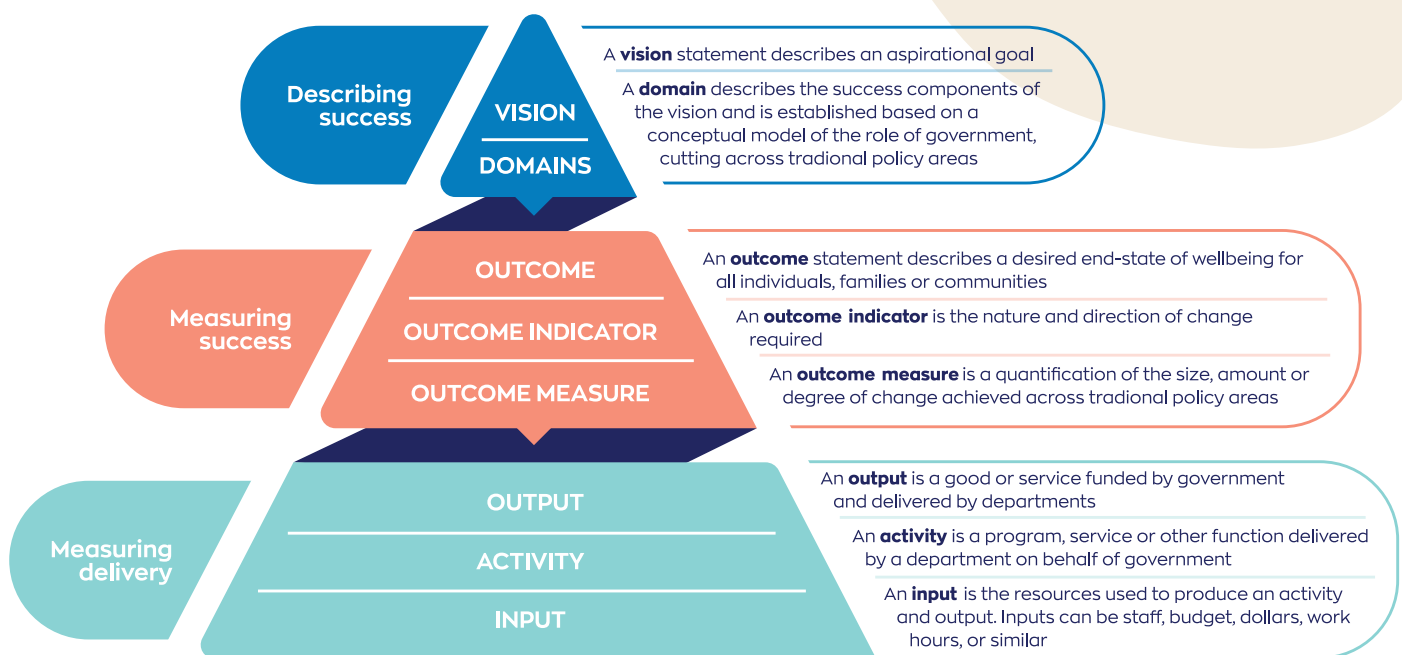


Figure 1 Victorian Government Outcome Framework Diagram

1.3 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 focus on outcomes.

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

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 2019-20 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 2019-20 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.

Business Outcomes Framework

Our business outcomes align with the Victorian government’s policy priorities and our programs outlined below will ensure that we continue to improve our performance and are able to demonstrate our value to the community.

A draft set of measures was developed last year. With additional guidance these were reviewed internally. The new approach below is simpler, more meaningful and measurable.

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, Engagement and Evaluation, 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, Engagement and Evaluation
	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, Engagement and Evaluation
	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	f. Maintain Landcare Group Health g. Increased participants knowledge, awareness, skills and/or attitude (KASA)	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

Victorian government policy priorities

*In May 2019, the Minister for Water issued a Letter of Expectations to the North Central CMA outlining expectation and performance priorities that align with the following Victorian government policy priorities. These priorities are closely aligned with the outcomes and outcome indicators in the Business Outcomes Framework (Table 1).

1. Climate change
2. Waterway and catchment health
3. Water for agriculture
4. Community engagement and partnerships
5. Recognise and support Aboriginal cultural values and economic inclusion in the water sector
6. Recognise recreational values
7. Resilient and liveable cities and towns
8. Leadership, diversity and culture
9. Improved performance and demonstrating outcomes



Table 2 Minister’s Letter Of Expectations Measures Table

Priority Area	Outcome Indicators	Measure
Climate Change	E4 Active investigation into new opportunities to sequester carbon	E4.1 Explore opportunities to provide carbon offsets
		E4.2 Partnerships with Traditional Owners for carbon sequestration.
		E4.3 Progress in relation to Adaptation Programs
Waterway and Catchment Health	CH1 Improved health of priority waterways and their catchments	CH1.1 Implement your regional waterway strategy, regional catchment strategy and related actions in Water for Victoria, Our Catchments Our Communities and the Regional Riparian Action Plan. Priority focus on large-scale waterway projects outlined in Water for Victoria.
		CH1.2 A new approach to track progress and report back to communities for your region’s Flagship Waterway, incorporating citizen science.
		CH1.3 Better demonstrate the environmental, social, cultural and economic outcomes achieved through waterway and catchment programs.
		CH1.4 A new integrated catchment management project for the region.
Water for Agriculture	WA1 A productive and profitable irrigation sector and vibrant and resilient regional communities that adapt	WA1.1 Promoting sustainable irrigation management practices to support the growth and viability of regional communities.
		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.
Community Engagement and Partnerships	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.
Recognise and support Aboriginal cultural values and economic inclusion in the water sector	AC1 Effective engagement of Traditional Owners	AC1.1 Number of engagements with Traditional Owners in water planning and management and report on outcomes.
Recognise recreational values	RV1 Water services that explicitly consider recreational values, within existing frameworks.	RV1.1 Evidence that recreational values were considered the planning and delivery of environmental water
	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 that identified and considered recreational objectives relating to management of water and waterways

Priority Area	Outcome Indicators	Measure
Recognise recreational values	RV3 Accessible and user- friendly information for recreational users about river and waterway conditions to help community members plan their recreational activities	RV3.1 Evidence of improvements to online information sources
	RV4 Information about community recreation objectives relating to waterways shared with organisations seeking to prioritise investment in regional development, recreation, community wellbeing and tourism objectives	RV4.1 Evidence that information on recreational objectives was shared with other organisations, amount of funding contributed by other organisations as a result of information sharing)
Resilient and liveable cities and towns	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.
Leadership, diversity and culture	G1 Diversity and inclusion	G1.1 Developing strategies and goals that will increase cultural diversity in the workforce and gender equity in executive leadership.
		G1.2 Encouraging staff participation in the Victorian Public Sector Commission “People Matter Survey” or equivalent survey.
Improved performance and demonstrating outcomes Improved performance and demonstrating outcomes	PE1 Improved performance and demonstrated results against outcomes	PE1.1 Collaborate with DELWP to improve reporting systems and processes.
		PE1.2 Demonstrate outcomes of government investment into waterways and catchment health.
		PE1.3 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.
		PE1.5 Commit to the delivery of Our Catchments Our Communities Integrated Catchment Management program, including leading the development and implementation of new catchment partnership agreements.

Planned programs, services and infrastructure delivery

The North Central CMA's approach to programs and service delivery is designed to ensure:

- Alignment with the RCS and sub-strategies.
- 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.

Victorian Government Policy Priorities

In May 2018, the Minister for Water issued North Central CMA a letter outlining expectations and performance priorities to align with the following nine Victorian government priority policy areas.

- Climate Change
- Waterway and Catchment Health
- Water for Agriculture
- Community engagement and partnerships
- Resilient and liveable cities and towns
- Recognise and support Aboriginal cultural values and economic inclusion in the water sector
- Recognise recreational values
- Leadership, diversity and culture

Business outcomes detailed in Section 1.3 align with these priority areas and our programs outlined below will ensure that we continue to improve our performance and are able to demonstrate our value to the community.

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.

Regional Catchment Strategy

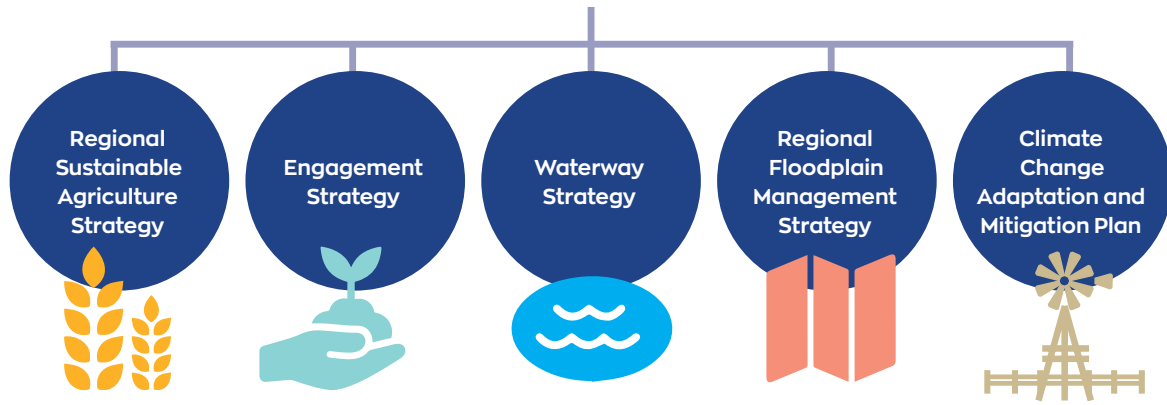


Figure 2 **Sub-strategies of the Regional Catchment Strategy**

2.1 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 its approved plans 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
- Corporate Services

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

Projects	Describes that nature and scope of the projects to be delivered over the Corporate Plan period
Outcome indicators	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
CMA Strategy	Establishes strategic importance of the project
External Strategy	Regional, Victorian or Australian strategies or programs to which the project mostly contributes
Outputs	Describes the standard outputs that are in scope for the planned project



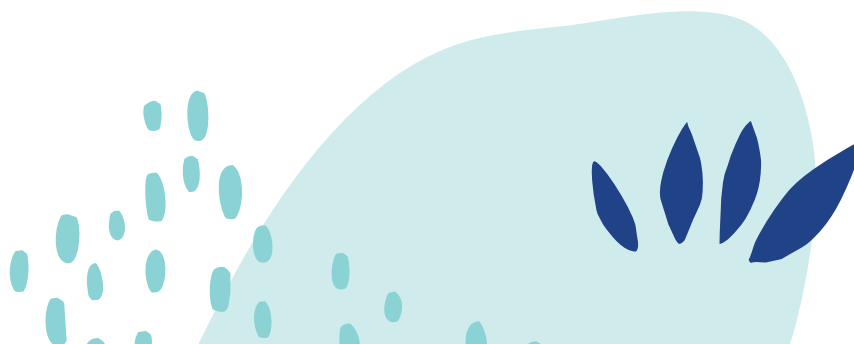
Environmental assets

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
Delivering Riparian Priorities				
Delivers a range of activities to improve waterway health, build capacity and support our community through a large river restoration project (Caring for the Campaspe) and Landcare support initiatives on riparian land as part of the annual Community Grants program	a, g, 2, 4, 9, CH1.1, CH1.2, CH1.3, CE1.1, CE1.2, AC1.1, LC1.1	North Central Regional Waterway Strategy	<ul style="list-style-type: none"> Water for Victoria Regional Riparian Action Plan Victorian Waterway Management Strategy 	<ul style="list-style-type: none"> Fence Vegetation Weed control Grazing Management Agreement Engagement event Partnership Publication
Delivering OGW (On Ground Work) Priorities				
<ul style="list-style-type: none"> Restore native fish populations through the Native Fish Recovery project Continue sharing ideas, transferring knowledge, and collaborating on initiatives with the Dja Dja Wurrung Improves riparian conditions and management of Birch's Creek and the Upper Coliban waterways using traditional waterway management approaches and strategic partnerships and initiatives. 	a, d, g, 2, 4, 5, 7, 9, CH1.1, CH1.2, CH1.3, CE1.1, CE1.2, AC1.1, LC1.1, LC1.2	North Central Regional Waterway Strategy	<ul style="list-style-type: none"> Water for Victoria Regional Riparian Action Plan Victorian Waterway Management Strategy 	<ul style="list-style-type: none"> Waterway Structure Monitoring Structure Fence Vegetation Grazing Weed control Earthworks Management Agreement Assessment Engagement event
Protecting Investment and Building Capacity				
Enhance river health outcomes achieved throughout the catchment by ensuring previous works are being maintained and where possible improved by landholders	g, 2, 4, 8, CE1.1, CE1.2	North Central Regional Catchment Strategy	<ul style="list-style-type: none"> Victorian Waterway Management Strategy 	<ul style="list-style-type: none"> Assessment Partnership Information Management system

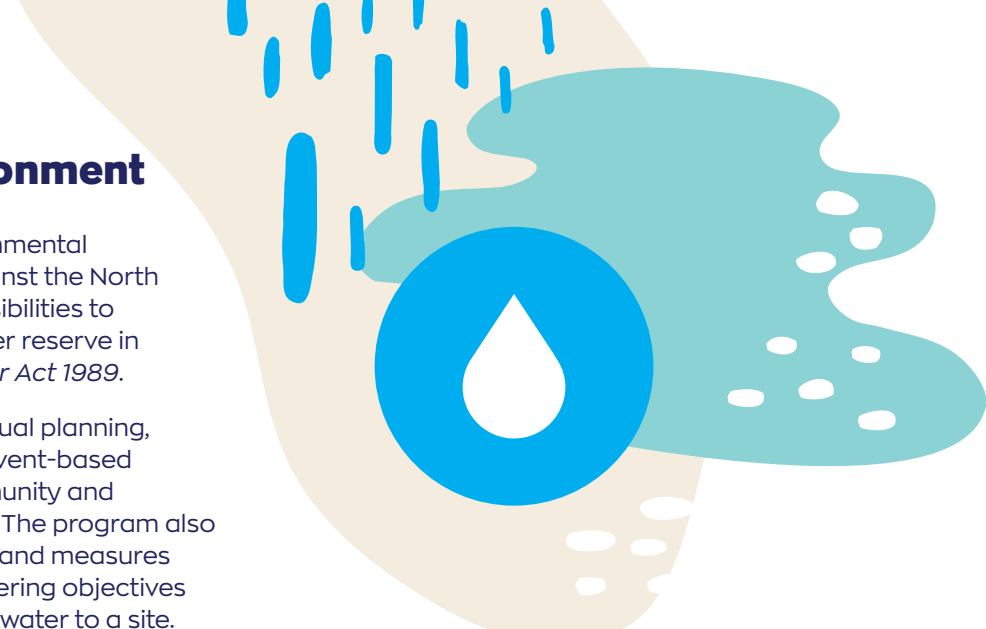
Projects	Outcomes	CMA Strategy	External Strategy	Outputs
Threatened Species				
Increase the extent and quality of wetland habitats to contribute to the recovery of the Australian bittern and growling grass frog	b, d, g, 2, 4, 6, CE1.1, CE1.2, AC1.1	North Central Regional Catchment Strategy	<ul style="list-style-type: none"> • Victorian Waterway Management Strategy • Australian Government Threatened Species Strategy • Australia's Biodiversity Strategy 	<ul style="list-style-type: none"> • Vegetation • Fence • Weed control • Grazing • Earth works • Management Agreement • Waterway Structure Assessment
Ramsar Wetlands				
Improves the ecological character of the Kerang Wetlands and the Gunbower Forest through traditional on-ground works such as revegetation and pest control. This project will strengthen regional partnerships around monitoring and management	b, d, 2, 4, 8, 9, CH1.1, CE1.1, CE1.2, AC1.1	North Central Regional Waterway Strategy	<ul style="list-style-type: none"> • Victorian Waterway Management Strategy • Australia's Biodiversity Strategy • Australian Pest Animal Strategy 	<ul style="list-style-type: none"> • Assessment • Weed control • Pest Management • Partnership • Management Agreement
Grasslands				
Protects and enhances high quality plains wanderer grassland habitat on private land and in partnership with public land managers	d, e, f, g, 4, 6, CE1.1, CE1.2, AC1.1	North Central Regional Catchment Strategy	<ul style="list-style-type: none"> • Australian Government Threatened Species Strategy • Australia's Biodiversity Strategy 	<ul style="list-style-type: none"> • Grazing • Fence • Management Agreement • Weed control • Vegetation • Assessment • Engagement event



Water for the environment

The core business of the Environmental Water 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
The Living Murray 'Flooding for Life'				
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	b, c, g, h, 2, 4, 5, 6, 7, 8, 9, CH1.1, CE1.1, CE1.2, AC1.1, RV1, RV2, RV4	North Central Regional Waterway Strategy	<ul style="list-style-type: none"> Water for Victoria Victorian Waterway Management Strategy Murray Darling Basin Plan Gunbower Forest EWMP (MDBA produced) 	<ul style="list-style-type: none"> Water Assessment Engagement event Partnership Plan Publication
Environmental Water Management				
<ul style="list-style-type: none"> 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 14 Central Murray and Mid Loddon wetlands, and seven Wimmera Mallee Pipeline wetlands Collaborates with key partners, provide input to water policy, deliver technical investigations Ensures shared benefits for Traditional Owner Groups cultural values, key recreational users and the regional economy Manage flow related issues in unregulated catchments as required 	a, b, g, h, 2, 4, 5, 6, 7, 8, 9, CH1.1, CE1.2, CE1.2, AC1.1, RV1, RV2, RV4	North Central Regional Waterway Strategy	<ul style="list-style-type: none"> Water for Victoria Victorian Waterway Management Strategy Murray Darling Basin Plan Gunbower Forest EWMP (MDBA produced) 	<ul style="list-style-type: none"> Water Assessment Engagement event Partnership Plan Publication

Projects	Outcome Indicators	CMA Strategy	External Strategy	Outputs
Environmental Works and Measures				
<ul style="list-style-type: none"> Undertakes investigations, planning and works to improve the management of environmental water and/or enhance its outcomes through the following projects over the next four years Tang Tang Swamp delivery infrastructure: approvals and construction 	a, b, g, 2, 4, 5, 6, 7, 8, 9, CE1.1, CE1.2, AC1.1	North Central Regional Waterway Strategy	<ul style="list-style-type: none"> Water for Victoria Victorian Waterway Management Strategy 	<ul style="list-style-type: none"> Waterway structure Assessment



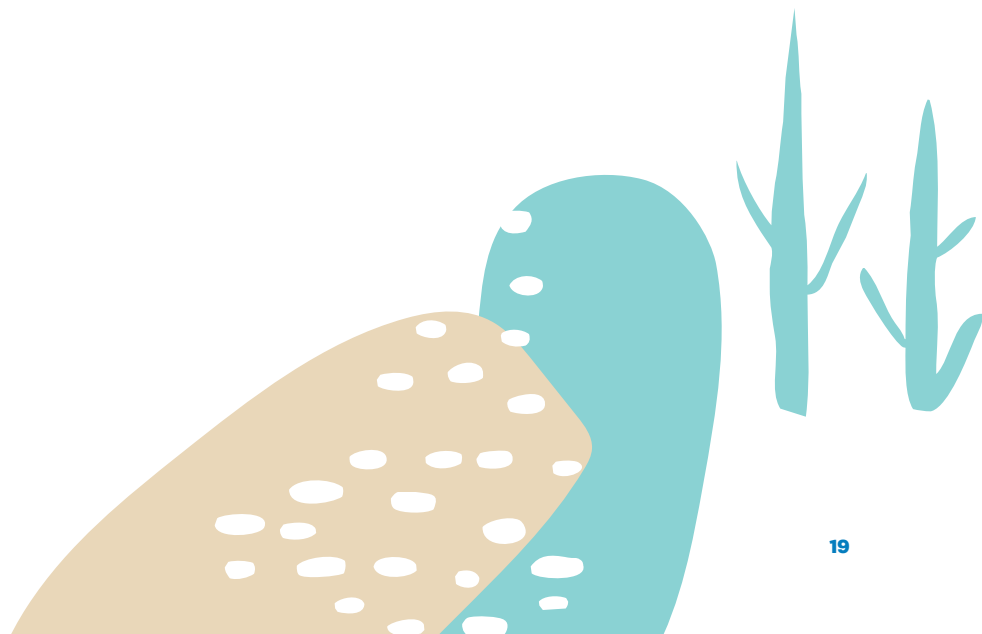
Sustainable agriculture

The Sustainable Agriculture program works with communities, 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
Regenerative Agriculture				
Increases the capacity of north central Victorian agricultural communities to achieve practice change adoption for soil, biodiversity and vegetation improvements	e, f, g, h, 4, 7, WA1.2, WA1.3, CE1.1, CE1.2, AC1.1	North Central Victoria Regional Sustainable Agriculture Strategy	<ul style="list-style-type: none"> National Soil R,D & E Strategy Victorian Soil Health Strategy Australia's Biodiversity Strategy 	<ul style="list-style-type: none"> Engagement event Plan Assessment Partnership
Plan2Farm				
Supports 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	g, 4, 7, 8, WA1.1, WA1.2, WA1.3, CE1.1, CE1.2	<ul style="list-style-type: none"> Loddon Campaspe Irrigation Region Land and Water Management Plan North Central Victoria Regional Sustainable Agriculture Strategy 	<ul style="list-style-type: none"> Water for Victoria 	<ul style="list-style-type: none"> Partnership Assessment Plan Engagement event
Regional Agricultural Landcare Facilitator				
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	f, g, 1, 2, 4, 6, 7, 8, 9, WA1.3, CE1.1, CE1.2	<ul style="list-style-type: none"> North Central CMA Landcare Support Plan 2014-18 North Central Victoria Regional Sustainable Agriculture Strategy 	<ul style="list-style-type: none"> Australian Pest Animal Strategy Australian Weeds Strategy Australian Framework for Landcare Community Call for Action Threatened Species Strategy EPBC Act 	<ul style="list-style-type: none"> Engagement event Partnership Publication

Projects	Outcomes	CMA Strategy	External Strategy	Outputs
Healthy Productive Irrigated Landscapes				
<ul style="list-style-type: none"> • Implements the Loddon Campaspe Irrigation Region Land and Water Management Plan: • Develops, coordinates and monitors an irrigation region Land and Water Management Plan and Drainage Management Plan • Supports development and management of water-use licences and associated Ministerial determinations • Takes responsibility for changes to Water-Use Objectives and Standard Conditions (including section 51 licence amendments) • Develops and implement Irrigation Development Guidelines • Convenes and coordinate State Environment Protection Policy obligations for surface drainage to reduce river impacts • Land and Water Management Plan Renewal 	<p>e, g, 3, 4, 7, 8, 9, WA1.1, WA1.2, WA1.3, CE1.1, CE1.2, AC1.1</p>	<p>Loddon Campaspe Irrigation Region Land and Water Management Plan</p>	<ul style="list-style-type: none"> • Murray Darling Basin Salinity Management Strategy 2030 • Murray Darling Basin Plan • Water for Victoria 	<ul style="list-style-type: none"> • Channel • Approval and advice • Assessment • Partnership • Plan • Publication
Reporting and Accounting for Salinity				
<ul style="list-style-type: none"> • Contributes to the Implementation of the Murray Darling Basin Salinity Management Strategy (BSM2030) • Manages accountable actions for MD BSM2030 Salinity Register entries within the north central Victoria • Contributes to Victoria's Annual Murray Darling Basin Salinity Management Strategy Report 	<p>e, 2, 3, 9, CH1.1, CH1.2, WA1.2, PE1.2</p>	<p>Loddon Campaspe Irrigation Region Land and Water Management Plan</p>	<ul style="list-style-type: none"> • Murray Darling Basin Salinity Management Strategy 2030 • Murray Darling Basin Plan • Water for Victoria 	<ul style="list-style-type: none"> • Approval and advice • Assessment • Partnership • Publication



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
Victorian Landcare Grants & Regional Landcare Coordinator				
<ul style="list-style-type: none"> A rigorous process enables funding through the Victorian Landcare grants to local Landcare groups Supports Landcare groups and Landcare networks to undertake local NRM activities 	d, f, g, 2, 4, 6, 7, 8, 9, CE1.1, CE1.2	North Central CMA Landcare Support Plan 2014-18	<ul style="list-style-type: none"> Victorian Landcare Program Review Action Plan Australian Pest Animal Strategy Australian Weeds Strategy Australian Framework for Landcare Community Call for Action Threatened Species Strategy EPBC Act 	<ul style="list-style-type: none"> Fence Vegetation Weed control Pest Grazing Engagement event Visitor facility Publication
Waterwatch				
Works with community volunteers and schools to monitor waterways across the region	g, 2, 4, 8, 9, CE1.1, CE1.2	North Central Regional Waterway Strategy	<ul style="list-style-type: none"> Water for Victoria Victorian Waterway Management Strategy 	<ul style="list-style-type: none"> Assessment Engagement event Plan Publication Information management system
River Detectives Program				
Works with primary schools to improve environmental understanding of our waterways	g, 2, 4, CE1.1, CE1.2	North Central Regional Waterway Strategy	<ul style="list-style-type: none"> Water for Victoria Victorian Waterway Management Strategy 	<ul style="list-style-type: none"> Assessment Engagement event Plan Publication Information management system

Projects	Outcomes	CMA Strategy	External Strategy	Outputs
Our Catchment, Our Communities				
Works with the community, government agencies and stakeholders to deliver integrated catchment management outcomes that align to the Regional Catchment Strategy	a, b, d, f, g, h, 1, 2, 3, 4, 5, 6, 7, 8, 9, E4.2, CH1.1, CH1.2, CH1.3, CH1.4, CE1.1, CE1.2, AC1.1	North Central Regional Catchment Strategy	<ul style="list-style-type: none"> • Our Catchments, Our Communities Integrated Catchment Management in Victoria 2016-19 	<ul style="list-style-type: none"> • Fence • Vegetation • Weed control • Management agreement • Assessment • Engagement event • Partnership • Plan
Water for Country				
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	h, 2, 4, 5, CH1.1, CE1.1, CE1.2, AC1.1	North Central Regional Waterway Strategy	<ul style="list-style-type: none"> • Water for Victoria • National Water Initiative • The Living Murray 	<ul style="list-style-type: none"> • Assessment • Publication • Engagement event



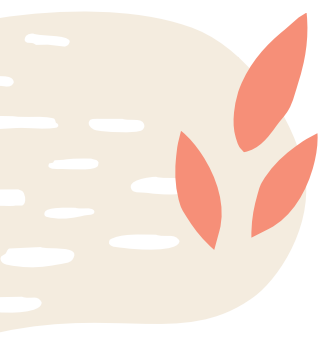
Major projects

The Victorian Murray Floodplain Restoration Project (VMFRP) is an \$29M Australian government package of works, to June 2021, to enhance environmental watering of high 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.

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. Nine million dollars of confirmed funding to deliver the Eastern Package of works.

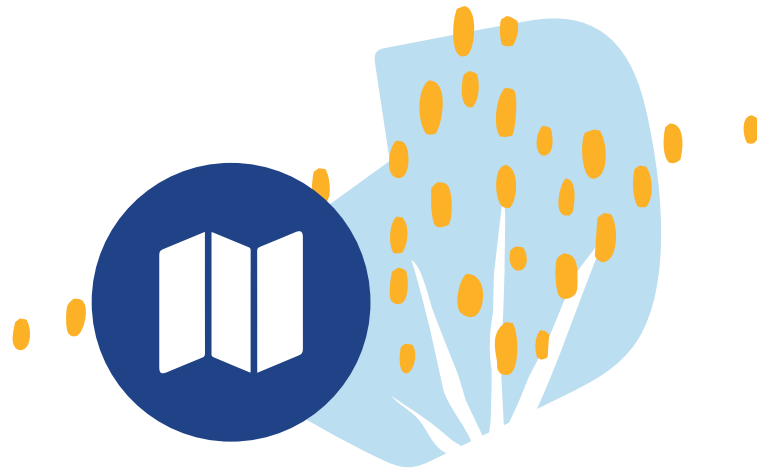


Projects	Outcomes	CMA Strategy	External Strategy	Outputs
Guttrum Benwell Forest Floodplain Restoration Project				
Reinstates a more natural flooding regime for the forest, particularly to address the reduced frequency and duration of floods by delivering water for the environment to the forest and semi-permanent wetlands via inlets and levees to contain water on the floodplain	g, h, 2, 4, 5, 6, 7, 8, 9, CE1.1, CE1.2, AC1.1	North Central Regional Waterway Strategy	<ul style="list-style-type: none"> Water for Victoria Victorian Waterway Management Strategy Murray Darling Basin Plan 	<ul style="list-style-type: none"> Assessment Partnership Plan Engagement event
Gunbower Forest Floodplain Restoration Project				
<ul style="list-style-type: none"> 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 Enhances infrastructure and channels to enable the provision of water to land that can currently not be watered by any other infrastructure 	g, h, 2, 4, 5, 6, 7, 8, 9, CE1.1, CE1.2, AC1.1	North Central Regional Waterway Strategy	<ul style="list-style-type: none"> Water for Victoria Victorian Waterway Management Strategy Murray Darling Basin Plan 	<ul style="list-style-type: none"> Assessment Partnership Plan Engagement event

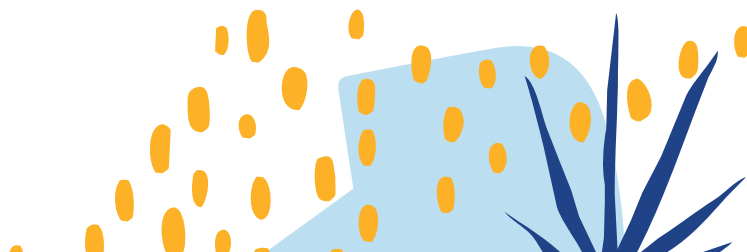


Statutory functions and floodplain management

The Statutory Functions and Floodplain Management program provides advice and support to local government and the community about flooding risks associated with new development. The Regional Floodplain Strategy was finalised in 2017-18 which will provide the region with actions to manage the risk of flooding into the future. Partner agencies in the north central region were successful in securing funding for 13 priority projects to be delivered in the 2019-20 financial year. These projects equate to approximately \$2 million investment in the region. North Central CMA will provide technical assistance to deliver these projects as well as directly project managing two of these projects.



Projects	Outcomes	CMA Strategy	External Strategy	Outputs
Administration of Statutory Functions				
<ul style="list-style-type: none"> Provide advice to the community, development industry and local government about the potential impacts of flooding Protect waterways from the impacts of third party works through the Works on Waterway Permit Scheme 	c, g, 4, 7, CH1.1, LC1.1, LC1.2, CE1.1, CE1.2	North Central Regional Floodplain Management Strategy	<ul style="list-style-type: none"> Victorian Floodplain Management Strategy 	<ul style="list-style-type: none"> Approval and advice Information Management System
Regional Floodplain Management Strategy Implementation				
Support local government, DELWP, VicSES and the community to implement the priorities of the Regional Floodplain Management Strategy (RFMS)	c, g, 4, 7, CH1.1, LC1.1, LC1.2, CE1.1, CE1.2	North Central Regional Floodplain Management Strategy	<ul style="list-style-type: none"> Victorian Floodplain Management Strategy 	<ul style="list-style-type: none"> Engagement event Plan Publication
Natural Disaster Resilience Grants Scheme Project Delivery				
Projects to improve the flood resilience of communities, specifically: <ul style="list-style-type: none"> Rapid flood risk assessments for 21 towns; and Community flood education signage boards 	a, c, g, 4, 7, CE1.1, CE1.2	North Central Regional Floodplain Management Strategy	<ul style="list-style-type: none"> Victorian Floodplain Management Strategy 	<ul style="list-style-type: none"> Plan Information Management System





2.2 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.

We continue to make significant progress against our ongoing business improvement initiatives. Our innovative Reconciliation Action Plan, a guide for reconciliation that recognises Aboriginal and Torres Strait Islander peoples' connection to Country, commits us to tangible actions. Some of the actions achieved include:

- For the first time, paid cultural leave provisions for Aboriginal and Torres Strait Islander staff in our Enterprise Bargaining Agreement.
- The establishment of a Reconciliation Working Group.
- Four scholarships offered to Indigenous students at Kangan TAFE to promote careers in natural resource management and related fields.
- Key partnership projects such as the Yung Balug Djarra, Dja Dja Wurrung, Health Country Planning - Djandak, Gatjin and Wi (Land, Water and Fire) at Boort
- The engagement of businesses such as Djandak, Woka Walla, Barapa Land and Water and Taungurung works crews in the delivery of on-ground works on Country.

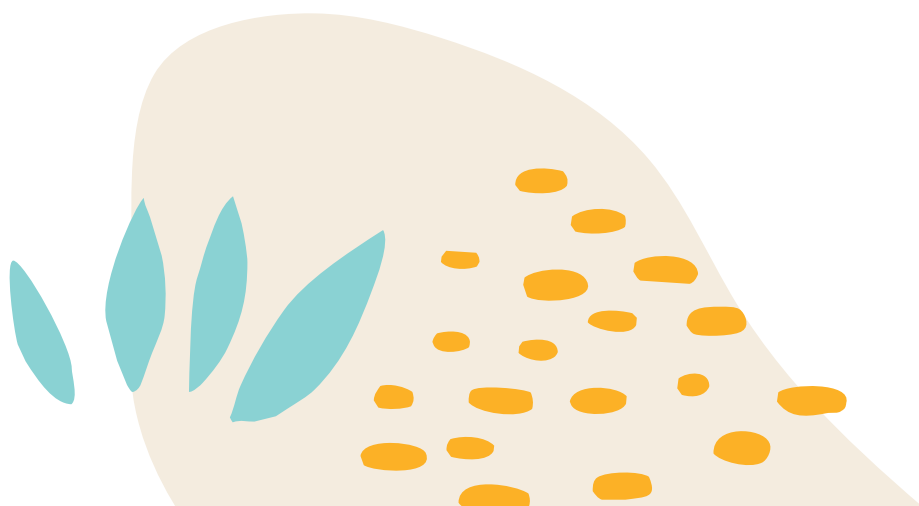
Our Leadership Capability and Diversity and Inclusion actions have been combined. Our Culture action has a clear focus on building staff leadership capabilities through our Pursue your Potential program and a commitment towards diversity and inclusion. We will continue to implement our Diversity and Inclusion strategy 2017-2022, and incorporates additional activities in relation to gender equity, including;

- founding member of the City of Greater Bendigo's Coalition for Gender Equity
- piloting a peer support network for women within the organisation to coach and support each other, and to share experiences in the achievement of their career and leadership goals.

Furthermore, in March 2019 the Executive and Leadership team reviewed the actions from last year's report and updated content to reflect current and ongoing business improvement initiatives. The Innovation and Development action has been moved to the Development section of the Corporate Plan while the Risk Management initiative is firmly embedded in the work we do and has been removed from last year's programs.

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
MERI Improvement	
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	2018-19 to 2019-20
Reconciliation Action Plan	
The North Central CMA is committed to partnering with our Traditional Owners and Aboriginal stakeholders. This program includes the development and implementation of a Reconciliation Action Plan and a cultural competency assessment and development program	2018-19 to 2019-20
Systems Improvement	
<ul style="list-style-type: none"> • ICT Strategy – North Central CMA developed an Information Communication Technology (ICT) Strategy in 2017-18. This Strategy provides guidance to the organization on the direction for technology related investment during the 2017-20 period • Regional Catchment Strategy System • Improvements to NRM Audit process including systems review to further streamline processes and automate desktop review • GIS Improvement with a focus on improving external access to spatial information 	Ongoing
Culture	
<ul style="list-style-type: none"> • 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 incorporates additional activities in relation to gender equity, including; <ul style="list-style-type: none"> • founding member of the City of Greater Bendigo’s Coalition for Gender Equity • piloting a peer support network for women within the organisation to coach and support each other, and to share experiences in the achievement of their career and leadership goals • The North Central CMA’s people are our most important asset. We will continue to embed our Pursue Your Potential Program to foster talent and develop leadership capabilities across all levels the organisation • 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 	2018-19 to 2020-21 Ongoing 2018-19
Catchment Partnership Development	
Working with regional agencies and local government to coordinate natural resource management planning, investment and delivery	Ongoing



2.3 Business development program

Our business development program proactively develops new opportunities for our delivery program by identifying and developing project concepts and business cases that respond to regional needs.

A 2017-18 target in the Corporate Plan was to identify and develop future growth opportunity projects to ensure an aligned and strategic view of our strategies and plans with a diverse funding landscape and position the region for sustained and increased investment in natural resource management activities.

The development of all projects follows a consistent approach, the Project Management Framework, to ensure outcomes are always achieved and formalises the 'line of sight' model into a set of templates, supporting processes and approvals.

Four project business cases have been developed with this approach to position the region for new NRM opportunities. These projects 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.

We also continue further developing a range of business-as-usual projects such as Landcare, Waterwatch, the Native Fish Recovery plan, statutory functions and the development of complementary works business cases. Our business-as-usual projects have achieved outstanding results during 2018-19. The Native Fish Recovery plan project for example has:

- Installed Australia's first self-cleaning irrigation screen on the No. 3 Channel in Cohuna, preventing thousands of native fish and larva being lost to the irrigation system.
- Installed 15 instream woody habitat complexes in the lower Loddon River.
- Collected southern pygmy perch brood stock from the upper Avoca and Campaspe catchments for a captive breeding program.
- Fenced over 18km of riparian habitat, along the Pyramid Creek, lower Loddon River, and Bannacher Creek, with a focus on protecting sites that have previously had woody habitat installed for native fish.



Our Statutory Functions team continues to work with local governments, government agencies and communities to build community resilience in regard to future flood events. Driven by the regional priorities of our Regional Floodplain Management Strategy, 13 actions have received funding for implementation during the 2019-20 financial year including community support and financial viability for constructing the Charlton flood mitigation levee and flood mitigation works at Quambatook and Pyramid Hill. In implementing the regional priorities, other work includes:

- Addressing gaps in flood knowledge through flood mapping projects.
- Improving preparedness for flood emergencies.
- Educating agencies and individuals on the roles and responsibilities in floodplain management.

Across the next year we will invest further in this important work. To create greater focus on future business development a new position has been created within the organisation – Manager – Business Development.

This position creates opportunities that maximise natural resource management investment in the North Central region by bringing an entrepreneurial approach to the identification and pursuit of projects and investment sources aligned with the North Central Regional Catchment Strategy. The position requires future-focussed and partnership-orientated leadership to create regional advocacy for priority opportunities.

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.

- Support the organisation to develop and maintain relationships with potential and current investors in regional natural resource management projects, including providing a relationship management function with priority investors.
- Support the organisation to develop and maintain relationships with regional natural resource management partners.

We'll measure our success by considering:

- Number and value of new funded projects
- Number of business cases created
- Level of regional advocacy for business cases
- Access to non-traditional funding sources

More specifically we will continue to position ourselves 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.



Future challenges and opportunities

The North Central CMA has a strong and genuine focus on the opportunities and challenges, both 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. To do this, the focus is building Board, staff and community capabilities to ensure the North Central CMA is known as a leader in integrated catchment management.

The North Central CMA will embrace innovation and change to ensure the organisation maintains a sector leadership role through this work. It will seek all opportunities to deliver better stakeholder outcomes. Service will be informed by quality research, science, local knowledge and traditional knowledge.

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 that the organisation is positioned to respond to unforeseen challenges and opportunities.

3.1 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. 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 and leveraging networks.

Maintaining our Delivery Program at optimum scale and seeking efficiencies: This Corporate Plan is developed with an outlook towards a period of some uncertainty. Based on current knowledge the CMA projects a decline in the scale of its Delivery Program below the optimum delivery program of at least \$15M. *The North Central CMA has a clear view of future growth opportunities for the organisation and will actively pursue these through investor engagement in an effort to address this projected decline. The CMA will also pursue business efficiencies as a matter of best practice, and to maximise the outcomes achieved to ensure the organisation is resilient to a longer-term reduction in Delivery Program scale.*

Regional Catchment Strategy renewal due

2020: We are working with Traditional Owners, community, stakeholders and key agency partners in the review and renewal of the RCS. The North Central RCS provides a long-term vision for the region and sets out natural resource priorities for the next six years. *Significant effort will be placed on embedding Traditional Owners views and values into the RCS renewal and creating stronger links with Traditional Owner Country Plans.*

Climate change adaptation and mitigation:

The North Central Climate Change Adaptation and Mitigation Plan guides how the region's natural resources are dealing with climate change. *Climate change adaptation and mitigation will be embedded into the renewal the North Central RCS and will continue to be embedded into the regional NRM programs.*

An emerging opportunity will be around how best to achieve increased carbon storage in the landscape and increased biodiversity outcomes. This can be achieved by targeting environmental carbon plantings in areas that will either increase or connect native vegetation providing and opportunity for flora and fauna to adapt to the changes in climate.

Traditional Owner engagement and empowerment:

The CMA will continue 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. The North Central CMA will work in partnership to build two-way capacity and support Aboriginal and Torres Strait Islander people and organisations to take advantage of emerging opportunities including cultural flows.* These will contribute towards more equitable social and economic outcomes.

New large-scale river restoration programs:

Waterway and catchment health has considerably increased throughout the catchment, with the organisation's 10-year Loddon Stressed River project and the current eight years of investment in the Caring for the Campaspe project being highlights. *Through the life of this corporate plan, the CMA will identify the next large-scale river restoration project.* As the population and urban centres continue to grow and availability of water becomes more limited to climate change, the organisation will use best available information to model and plan an integrated catchment management approach through close engagement with communities and Traditional Owners.

Realising the benefits of water for the

environment: The organisation leads one of the largest programs in the state to connect rivers, wetlands and floodplains. Water for the environment is critical to protect the health of these locally, nationally and internationally significant assets, along with achieving social, cultural and economic benefits. Recreational values are often dependent on water availability, and there are clear cascading benefits for tourism opportunities and economic stimulus, particularly to our smaller rural towns and communities. *To further share the benefits of water for the environment, the CMA will undertake a program of complementary works to better connect communities to its rivers, wetlands and floodplains, so that they too can benefit from improved health and well-being.*



3.2 Organisation Performance Framework (OPF)

The Organisation 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 Organisation 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 Organisation 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 Organisation Performance Framework and articulates the fifteen selected measures. Reporting against all available measures will be undertaken in the Annual Report.

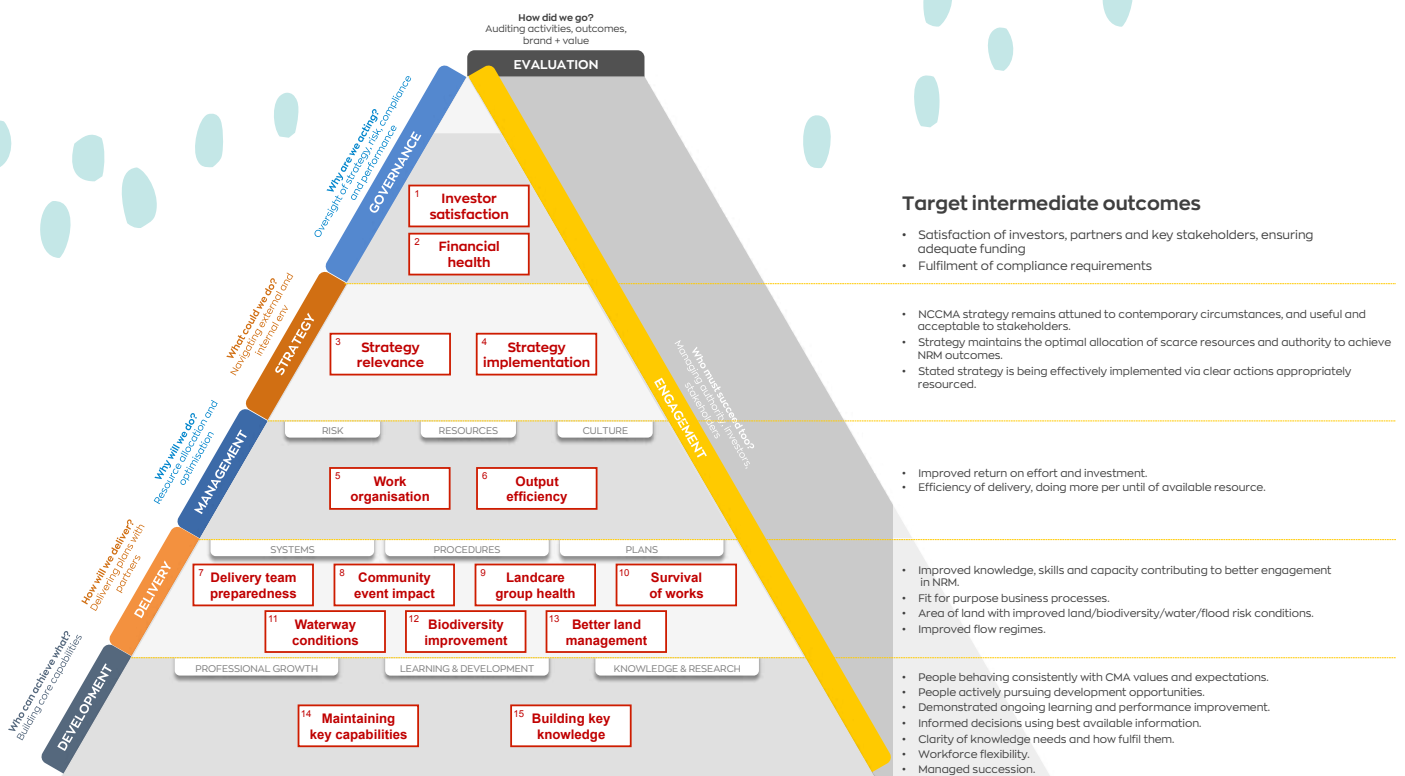


Figure 3 Organisational Performance Framework

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

3.3 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.

3.3.1 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)

3.3.2 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"> Engagement strategy Identification of key stakeholders High risk appetite for community engagement and empowerment Measuring success from engagement
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"> Up to date procedures, templates and monitoring in place OHS officer employed to provide expertise and mentoring Training programs
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"> High risk appetite for new ideas and initiatives Empowering community capability a key performance metric
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"> Embedded into project planning considerations Strong relationships with traditional owners Cultural awareness training for staff
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"> IT strategy in place to ensure future planning Significant staff knowledge of software and hardware External support
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"> Highly skilled and knowledgeable team Goods tools and processes in place
Inability to meet our 'desire to lead' and 'innovation' due to lack of focus and strategy around VMIA's Interagency and State-wide risk regime.	<ul style="list-style-type: none"> Good relationship with other agencies Involvement in interagency forums, groups and discussions Interagency risk discussions taking place
Poor 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"> Highly skilled team Strong controls, review and segregation of duties Good systems and processes External and internal audits Audit Committee oversight
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"> Highly skilled workforce Capability framework in place Low staff turnover Strong culture
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"> Strong knowledge of regulations and legislation in government Strong culture and Board focus towards compliance Good policies and procedures in place Audit Committee oversight

Estimates of revenue and expenditure

This Corporate Plan includes confirmed projects and related funding, proposed/potential funding based on likely but unconfirmed programs and an allowance for unknown funding that inevitably becomes available from year to year.

The accounting for Project Revenues and Expenditure will from 2019-20 be 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 2019-20 is expected to be \$12.975 million. The amount of unspent project funds expected to be carried into 2019-20 is \$3.762 million. This is reflected in the current cash balance of \$7.162 million.

Total Project Expenditure is expected to be \$13.969 million. This is reflective of project funding from previous years being spent on project delivery in 2019-20.

Total Operating Expenditure for 2019-20 is \$8.351 million and incorporates a number of initiatives directed to ensuring ongoing development of funding opportunities from alternative sources to enhance sustainability of the CMA. A relatively conservative approach has been taken on revenue by including confirmed funding and including income with a high likelihood of receipt.

Minimal corporate surplus have been budgeted into the future with continued declines in the carry forward project balance realised as programs are executed and NLP post delivery funding is realised.

Forecasts for corporate and support functions, capital expenditure and cash flow have been managed to ensure a sound financial position is maintained.

4.1 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, O1, O3, O4, O5, S5, S9	\$87	\$2,438	\$1,846	\$943	\$5,314	\$5,190	\$123
Water for the Environment	C1, O2, S1, S8, S9	\$1,075	\$900	\$1,339	\$16	\$3,330	\$2,593	\$738
Sustainable Agriculture	C2, C5, S3	\$2,124	\$1,175	\$694	\$0	\$3,993	\$2,253	\$1,740
Strategy and Partnerships	S2, S6, S7, S9	\$555	\$1,551	\$0	\$0	\$2,106	\$1,655	\$451
Floodplain Management and Statutory Functions	S4, S5, C7	\$915	\$1,390	\$68	\$0	\$2,305	\$1,595	\$710
Major Projects	C6	\$0	\$0	\$684	\$0	\$684	\$684	\$0
Total		\$4,756	\$7,386	\$4,630	\$959	\$17,731	\$13,969	\$3,762



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

Investor Program Reference	Victorian Government	Program Title	\$000
S1	DELWP	Environmental Water Program	\$826
S2	DELWP	Our Catchments Our Communities	\$391
S3	DELWP	Vic Sustainable Irrigation	\$1,175
S4	DELWP	Floodplain Management	\$462
S5	DELWP	Waterway Health Program	\$1,282
S6	DELWP	Regional Landcare Coordination	\$368
S7	DELWP	Aboriginal Water	\$270
S8	Victorian Environmental Water Holder	Victorian Environmental Water Holder	\$10
S9	DELWP	Victorian River and Wetland Management Program	\$2,602

Sub Total **\$7,386**

Investor Program Reference	Australian Government	Program Title	\$000
C1	Murray Darling Basin Plan	The Living Murray	\$1,339
C2	National Landcare Program 2	Core Services	\$428
C3	National Landcare Program 2	Plains for Wanderers	\$720
C4	National Landcare Program 2	Bringing Back the Bittern	\$813
C5	National Landcare Program 2	Regenerative Agriculture in North Central Victoria	\$578
C6	Murray Darling Basin Plan	Sustainable Diversion Limits/ Floodplain Restoration Project	\$684
C7	Department of Justice	Natural Disaster Grants Resilience Scheme	\$68

Sub Total **\$4,630**

Investor Program Reference	Other	Program Title	\$000
O1	Coliban Water	Kyneton Offsets Project	\$630
O2	Goulburn Murray Water	Hipwell Road Revegetation	\$16
O3	Coliban Water	Healthy Coliban Catchment	\$266
O4	Goulburn Broken CMA	Tri-State Alliance	\$38
O5	Goulburn Murray Water	Resnagging Little Murray River	\$9

Sub Total **\$959**

Total **\$12,975**



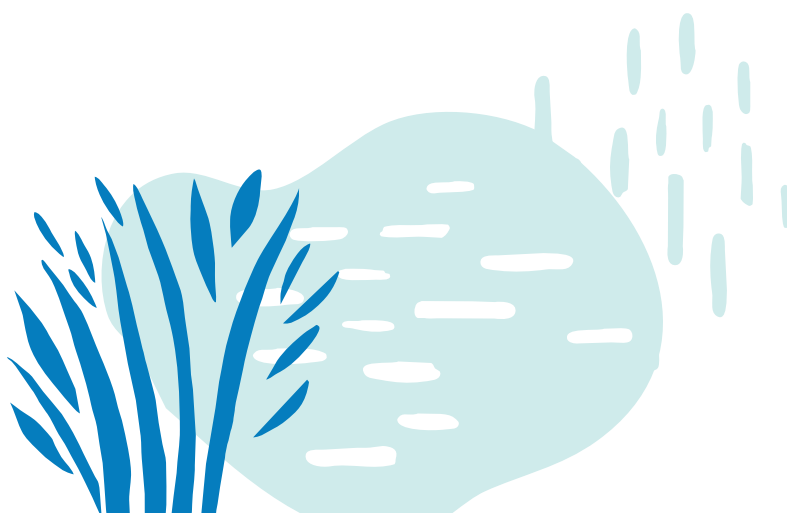
4.2 Operating statement

Operating Statement	Actual 2016/17 \$ 000's	Actual 2017/18 \$ 000's	Estimate 2018/19 \$ 000's	Budget 2019/20 \$ 000's	Forecast 2020/21 \$ 000's	Forecast 2021/22 \$ 000's
Income						
Statutory Operations						
Corporate Funding	\$987	\$935	\$843	\$843	\$868	\$894
Interest	\$145	\$142	\$135	\$106	\$106	\$106
Other (includes staff secondments)	\$90	\$39	\$77	\$149	\$57	\$57
Recovery from Projects *	\$6,951	\$7,099	\$6,845	\$7,338	\$7,452	\$7,583
Total Revenue	\$8,173	\$8,215	\$7,900	\$8,436	\$8,483	\$8,640
Expenditure						
Corporate & Statutory Operations						
Board	\$324	\$278	\$261	\$256	\$264	\$272
Chief Executive Officer & support	\$509	\$403	\$373	\$584	\$584	\$584
Corporate Services	\$1,787	\$2,178	\$1,986	\$2,071	\$2,071	\$2,071
Fleet & Accommodation	\$743	\$700	\$608	\$604	\$604	\$604
Engagement & Strategy	\$971	\$999	\$849	\$1,006	\$1,036	\$1,067
Project Staff	\$3,718	\$3,749	\$3,304	\$3,830	\$3,945	\$4,063
Total Expenditure	\$8,052	\$8,307	\$7,381	\$8,351	\$8,504	\$8,661
Surplus/(Deficit)	\$121	(\$92)	\$519	\$85	(\$20)	(\$20)
Profit/(Loss) on Disposal of Assets	\$31	\$37	\$17	\$16	\$20	\$20
Total Surplus/(Deficit)	\$152	(\$55)	\$536	\$101	(\$0)	(\$0)

* Under AASB15 project revenues will be recognised as they are earned by reference to program expenditure. Recovery from projects represents staff time costed to projects to cover direct and indirect costs of delivering the project portfolio.

4.3 Cashflow statement

Cash Flow Statement	Actual 2016/17 \$ 000's	Actual 2017/18 \$ 000's	Estimate 2018/19 \$ 000's	Budget 2019/20 \$ 000's	Forecast 2020/21 \$ 000's	Forecast 2021/22 \$ 000's
Cash Flows from Operating Activities						
Receipts						
Corporate Funding	\$987	\$935	\$843	\$843	\$868	\$894
Interest	\$128	\$149	\$135	\$106	\$106	\$106
Net GST Received from ATO	\$794	\$639	\$520	\$500	\$650	\$650
Other (includes staff secondments)	\$80	\$42	\$77	\$149	\$57	\$57
Grants						
Receipts from State	\$9,670	\$9,231	\$7,706	\$7,386	\$7,500	\$7,500
Receipts from Commonwealth	\$5,566	\$4,913	\$3,077	\$4,630	\$4,570	\$4,570
Receipts from Other Investors	\$216	\$1,064	\$820	\$959	\$2,040	\$2,040
Payments						
Payments to suppliers	(\$11,621)	(\$10,603)	(\$7,010)	(\$7,679)	(\$9,659)	(\$9,543)
Payments to employees and staff costs	(\$6,058)	(\$6,156)	(\$5,682)	(\$6,386)	(\$6,387)	(\$6,579)
Net cash provided by operation activities	(\$238)	\$214	\$486	\$508	(\$255)	(\$304)
Cash Flows from Investing Activities						
Payments for purchase of fixed assets	(\$323)	(\$192)	(\$271)	(\$300)	(\$300)	(\$300)
Proceeds from disposal of fixed assets	\$173	\$284	\$150	\$150	\$150	\$150
Purchase/(Disposal) of investments	(\$1,000)	\$0	(\$500)	(\$500)	\$0	\$0
Net Cash used in investing activities	(\$1,150)	\$92	(\$621)	(\$650)	(\$150)	(\$150)
Net increase (decrease) in cash held	(\$1,388)	\$306	(\$135)	(\$142)	(\$405)	(\$454)
Cash at the beginning of the financial year	\$9,454	\$8,066	\$7,439	\$7,304	\$7,162	\$6,757
Cash at the end of the financial year	\$8,066	\$7,439	\$7,304	\$7,162	\$6,757	\$6,303



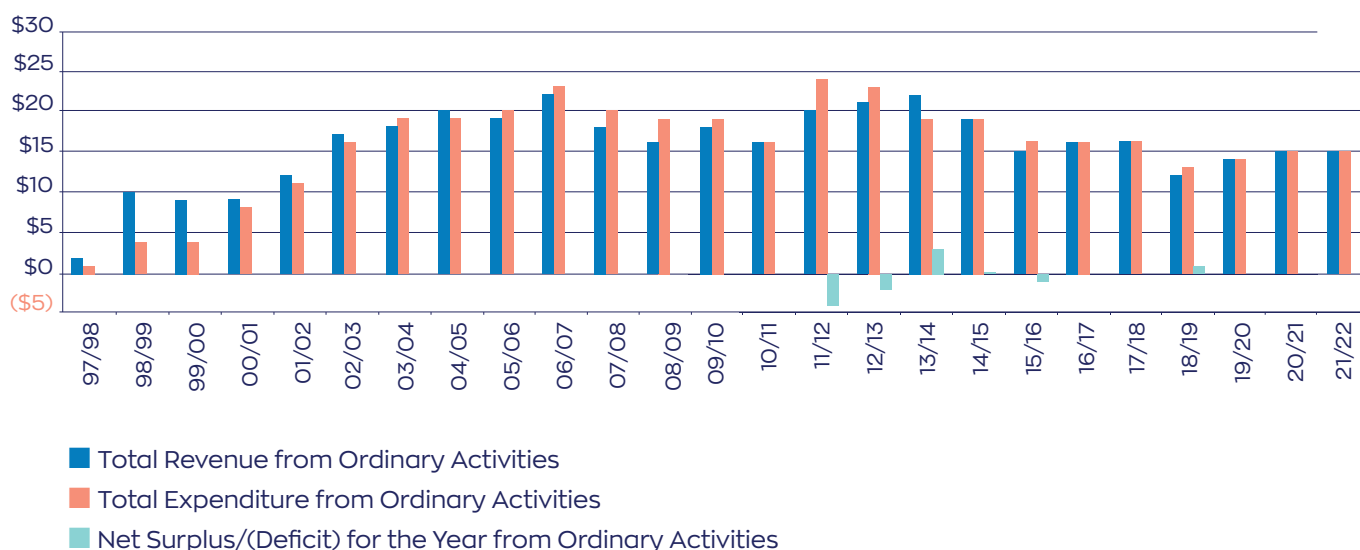
4.4 Balance sheet

Balance Sheet	Actual 2016/17 \$ 000's	Actual 2017/18 \$ 000's	Estimate 2018/19 \$ 000's	Budget 2019/20 \$ 000's	Forecast 2020/21 \$ 000's	Forecast 2021/22 \$ 000's
Assets						
Financial Assets						
Cash/Deposits	\$8,066	\$7,439	\$7,304	\$7,162	\$6,757	\$6,303
Investments & Other Financial Assets	\$1,000	\$1,000	\$500	\$0	\$0	\$0
Investments & Accrued Revenue	\$171	\$474	\$478	\$450	\$450	\$450
Prepayments	\$165	\$196	\$115	\$150	\$150	\$150
PP&E	\$2,270	\$2,003	\$2,150	\$2,100	\$2,050	\$2,050
Total Assets	\$11,672	\$11,112	\$10,547	\$9,862	\$9,407	\$8,953
Liabilities						
Current						
Accounts Payable & Accrued Expenses	\$1,259	\$682	\$488	\$650	\$650	\$650
Employee Provisions	\$1,379	\$1,445	\$1,358	\$1,400	\$1,442	\$1,485
Project Commitments AASB15	\$5,639	\$5,578	\$4,756	\$3,762	\$3,262	\$2,762
Non Current						
Employee Provisions	\$94	\$99	\$101	\$105	\$108	\$111
Total Liabilities	\$8,371	\$7,804	\$6,703	\$5,917	\$5,462	\$5,008
Net Assets	\$3,301	\$3,308	\$3,844	\$3,945	\$3,945	\$3,945
Equity						
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	\$767	\$829	\$829	\$829	\$829	\$829
Accumulated Surplus (Deficit)	(\$6,222)	(\$6,277)	(\$5,741)	(\$5,640)	(\$5,640)	(\$5,640)
Total Equity	\$3,301	\$3,308	\$3,844	\$3,945	\$3,945	\$3,945

4.5 Estimated capital expenditure

Estimated Capital Expenditure	Actual 2016/17 \$ 000's	Actual 2017/18 \$ 000's	Estimate 2018/19 \$ 000's	Budget 2019/20 \$ 000's	Forecast 2020/21 \$ 000's	Forecast 2021/22 \$ 000's
Opening Written Down Value	\$2,424	\$2,270	\$2,003	\$2,150	\$2,100	\$2,050
Depreciation	(\$335)	(\$273)	(\$140)	(\$250)	(\$250)	(\$250)
Additions	\$323	\$191	\$271	\$300	\$300	\$300
Revaluation	\$0	\$62	\$16	\$0	\$0	\$0
Disposals at Written Down Value	(\$142)	(\$247)	\$0	(\$100)	(\$100)	(\$50)
Closing Written Down Value	\$2,270	\$2,003	\$2,150	\$2,100	\$2,050	\$2,050

4.5.1 Summary of financial results and forecasts 1997-98 to 2019-20 (\$ millions)



4.6 Project funding

Project Funding	Actual 2016/17 \$ 000's	Actual 2017/18 \$ 000's	Estimate 2018/19 \$ 000's	Budget 2019/20 \$ 000's	Forecast 2020/21 \$ 000's	Forecast 2021/22 \$ 000's
State Government						
DELWP	\$9,577	\$9,231	\$7,706	\$7,386	\$7,500	\$7,500
Commonwealth Government						
Murray Darling Basin Plan	\$1,972	\$1,197	\$1,881	\$2,023	\$2,000	\$2,000
National Landcare Program	\$2,689	\$2,729	\$642	\$2,539	\$2,500	\$2,500
Department of Justice	\$135	\$310	\$554	\$68	\$70	\$70
Other	\$678	\$0	\$0	\$0	\$0	\$0
Other Funding						
Water Corporations	\$147	\$193	\$747	\$921	\$1,000	\$1,000
CMA's	\$0	\$0	\$73	\$38	\$40	\$40
Other	\$70	\$871	\$0	\$0	\$1,000	\$1,000
Total Project Funding Received	\$15,268	\$14,531	\$11,603	\$12,975	\$14,110	\$14,110
Project External Expenditure	(\$7,560)	(\$7,493)	(\$5,580)	(\$6,631)	(\$7,158)	(\$7,027)
Project Cost Recovery	(\$6,951)	(\$7,099)	(\$6,845)	(\$7,338)	(\$7,452)	(\$7,583)
Net Programs (Expenditure)/Carry	\$757	(\$61)	(\$822)	(\$994)	(\$500)	(\$500)
Opening Balance	\$4,882	\$5,639	\$5,578	\$4,756	\$3,762	\$3,262
(Expenditure)/Carry	\$757	(\$61)	(\$1,562)	(\$994)	(\$500)	(\$500)
Closing Balance	\$5,639	\$5,578	\$4,756	\$3,762	\$3,262	\$2,762

4.7 Notes

4.7.1 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.

4.7.2 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.

4.7.3 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.

4.7.4 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.

4.7.5 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.

4.7.6 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 in-line 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.

4.7.7 Review of Corporate Plan

The Board monitors progress against the Corporate Plan objectives at its meetings.

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

