

# CORPORATE PLAN

2016-17 to 2020-21

Creating value for the community through partnerships



**NORTH CENTRAL**  
Catchment Management Authority

*Connecting Rivers, Landscapes, People*

## Acknowledgement of Country

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

Document name: North Central Catchment Management Authority  
Corporate Plan 2016–17 to 2020–21

North Central Catchment Management Authority  
PO Box 18 Huntly Vic 3551T: 03 5448 7124 F: 03 5448 7148  
E: [info@nccma.vic.gov.au](mailto:info@nccma.vic.gov.au)  
Web: [www.nccma.vic.gov.au](http://www.nccma.vic.gov.au)

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## Foreword from the Chairman and CEO

This Corporate Plan sets out the future for the North Central Catchment Management Authority's (CMA) activities over the next year and our focus beyond to 2020–21. During 2016–17 we will deliver \$13.8 million of natural resource management investment across north central Victoria.

The North Central CMA's priorities for this Corporate Plan include:

1. Fulfilling our stewardship obligations by implementing all our guiding natural resource management strategies and conducting a mid-term review of the 2013–19 North Central Regional Catchment Strategy.
2. Fulfilling our statutory obligations in monitoring the uptake of salinity credits allocated across the region and providing technical input to the Basin Salinity Management Strategy Register A five-year review.
3. Completing 12 site-specific environmental water management plans as part of implementing water reform in the Murray Darling Basin.
4. Implementing the final year of the Kyneton Woodlands project assisting landholders to protect, manage and re-establish Grassy Woodlands as biodiverse carbon stores.
5. Implementing the Guttrum and Benwell state forests and the Gunbower National Park Environmental Works projects to deliver environmental water to these important areas.
6. Continuing to implement the Caring for the Campaspe River project – a large-scale on-ground works project delivering river health improvements to this significant asset.
7. Strengthening our engagement with Traditional Owners – developing our staff's cultural competencies, exploring cultural water with Barapa Barapa, building Indigenous capacity, and implementing the Dja Dja Wurrung Partnership Action Plan.
8. Developing a North Central Regional Floodplain Strategy that contributes to Victoria's statewide floodplain management priorities.
9. Providing leadership in the planning and delivery of environmental water. Managing specific environmental entitlements and providing input into water resource management in unregulated waterways to protect environmental values, and engaging with the community on environmental management issues for both rivers and wetlands.
10. Maintaining productive agricultural land – guided by our North Central Regional Sustainable Agriculture Strategy and through the implementation of the Healthy and Productive Irrigated Landscapes project, the FarmWater Program and the Farming for Sustainable Soils project.

### Partnerships and programs

Effective partnerships are critical to achieving our purpose of enhancing the integrity of our catchments. The level of achievement reached in 2015–16 has not been possible without the assistance of major agency and community partnerships and the efforts of our dedicated staff. The capacity to deliver so many projects has been built through the investments we have made in both systems and people.

During the coming year we will renew our Community Engagement Strategy. We acknowledge the important role played by our partners, who include the Australian and Victorian governments and their agencies, local government, rural and urban water corporations, local communities and landholders.

We will continue to support the on-ground efforts of the region's community volunteers through our Landcare and Waterwatch programs, as a platform for community involvement in decision-making and broader community engagement.

### Business excellence and efficiency

In 2016–17 we will further embed our operating standard – 'Anything but Standard' – into our governance framework and undertake a fourth survey to measure our efficiency and benchmark our performance under the Australian Business Excellence Framework.

In this ongoing journey we will continue to improve the decision making processes we use to guide our environmental investment, as well as improve how the monitoring, evaluation and reporting cycle informs our decisions. We will remain focused on effective business systems, efficient work practices and building a culture of continual improvement.

On behalf of the Board and Executive we look forward to guiding the actions in this Corporate Plan for 2016–17 through to 2020–21 and commend it to you.



Bradley Drust  
Chief Executive Officer

David Clark  
Chairman

## About the North Central CMA

The North Central Catchment Management Authority (CMA) is the lead natural resource management (NRM) agency in north central Victoria. Delivering programs in partnership with communities and other agencies the Authority works to enhance the integrity of the region's four river catchments and the many natural resources assets that they contain.

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

The Authority delivers a range of services:

- Identification of Regional Natural Resource Assets: Over 400 natural assets have been identified through community engagement and referenced in the 2013–19 North Central Regional Catchment Strategy. A priority list of natural assets has been determined for action in the current Regional Catchment Strategy.
- Leading and coordinating Regional Natural Resource strategy: Working with regional community and government partners to develop and deliver on a vision for the management of the region's natural resources and provide advice to government on regional catchment management issues.
- Natural Resource Management action: Sourcing funds for, and delivering on-ground projects and as well as supporting agencies and community groups, including Landcare, to partner in the protection and enhancement of the region's natural assets – waterways and floodplains, wetlands, soil and biodiversity.
- Flood and Disaster Response: Providing flood prediction advice to VicSES and coordinating flood recovery programs and funding.
- Statutory Planning: Providing floodplain advice and issuing permits to protect life and property and support local government, planning authorities and communities with expert data and recommendations.
- Environmental Water Management: Planning of the best case scenario environmental water delivery to rivers and wetlands and implementing delivery.
- Supporting sustainable agriculture: Advocating for the sustainable use of agricultural land, including working with the farming community to improve the quality of the region's soils.

## The North Central CMA Region

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

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

The region has a population of more than 240,000 people, concentrated in the growing regional hub of Bendigo, and townships of Echuca, Swan Hill, Kyneton and Woodend. The southern part of the region is a popular lifestyle choice for 'tree-changers' with the annual population growth projected to continue at almost 50 per cent greater than the average for regional Victoria (Loddon Mallee Regional Strategic Plan).

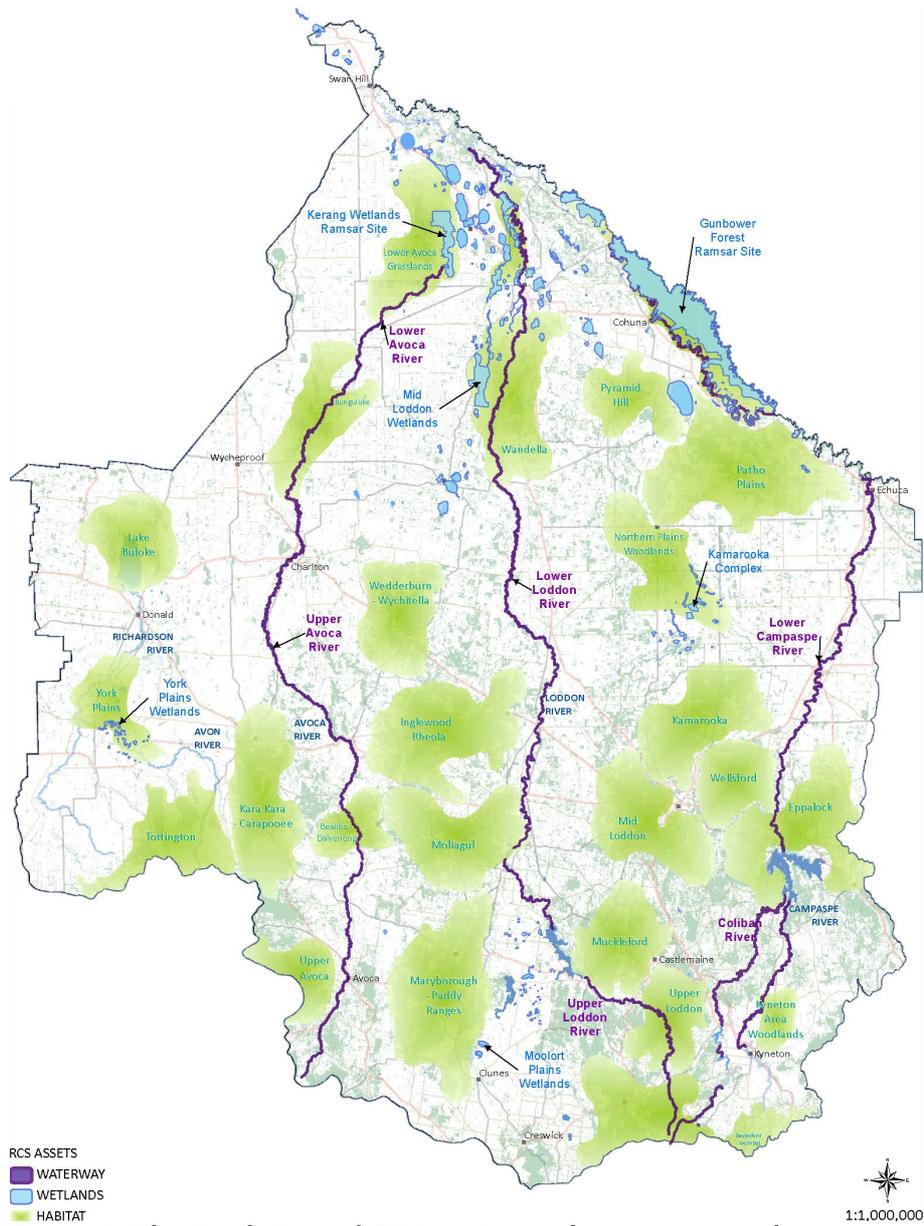
The annual rainfall varies across the region from 300 millimetres (mm) in the north-west to over 1200 mm in the south-east. Temperatures to the south often fall below 1°C during the winter months while to the north regularly reaches above 40°C in summer.

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

In the north of the region, the Loddon/Campaspe Irrigation Area supports dairy, mixed farming and horticulture. In the southern area, particularly near major population centres, traditional agricultural pursuits are giving way to smaller enterprises and rural living zones. While many profitable farms remain south of Bendigo, this transition is being driven by increased land amenity values, which in most cases exceed the primary production capacity of the land.

Approximately 13 per cent of the North Central CMA region is public land. The region's rich natural assets have been reserved as regional and national parks, internationally significant wetlands, flora and fauna reserves and reference areas from the gold-mining era.

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



**Figure 1: The North Central CMA region and priority natural assets**

## Form of this Corporate Plan

The Corporate Plan has been prepared in accordance with Sections 19C and 19D of the *Catchment and Land Protection Act 1994*.

The plan's form complies with the Guidelines for Catchment Management Authority Corporate Plans issued by the Minister for Environment, Climate Change and Water, the Hon. Lisa Neville MP in March 2015.

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

- Planning, managing and monitoring the North Central CMA's overall performance
- Reporting to the Board and stakeholders on the North Central CMA's business

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

# Part A: Statement of Corporate Intent and Business Plan

## Vision statement

### Our mission

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

### Our vision

'We will be a benchmark organisation.'

## Strategic Direction

The 2016–17 year is an important one in the ongoing development, refinement and implementation of the North Central CMA's Corporate Plan. In 2016–17 we will conduct the mid-term review of the strategy that guides our work – the 2013–19 North Central Regional Catchment Strategy (RCS).

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

## Our Approach

- Best practice land-use planning for our floodplains
- Optimising catchment outcomes from environmental water use and river operations through a science and community partnership
- Attracting resources to protect and enhance assets identified in our North Central RCS in partnership with the community
- Supporting sustainable agriculture and landcare in our region
- Successfully sharing knowledge among community, science and government stakeholders
- Developing and maintaining capable teams.

## Our Values

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

## Our Behaviours

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

Following the outcome of the RCS review we will revise the organisation's statement of strategic intent in the following year.

## Business Objectives

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

### Objective #1 – Meet all statutory and legislative requirements

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

### Objective #2 – Maximize investment into the region's environmental assets

The North Central CMA will continue to actively seek competitive funding through state and federal government funding programs, other emerging government investors and private organisations. It will also investigate opportunities for recovery of funds on a 'fee for service' basis.

### Objective #3 – Advance community NRM capacity

The North Central CMA will continue to develop community capacity through its NRM program. We will be a more enabling and empowering partner and promote opportunities for the development and implementation of effective environmental literacy participatory education programs, such as Waterwatch and Landcare.

### Objective #4 – Deliver the NRM program outlined in Part A of this plan

The North Central CMA will implement the asset and enabling projects described in this plan. The 2013–19 North Central RCS will continue to drive our investment program beyond 2016–17.

## Main Business Undertakings

During 2016–17 we will:

- Fulfil our stewardship obligations by implementing all our guiding regional strategies, including the 2013–19 North Central Regional Catchment Strategy and the 2014–22 Regional Waterway Management Strategy.
- Fulfil our statutory obligations to the Victorian Government in monitoring the uptake of salinity credits allocated across the region and provide technical input to the Basin Salinity Management Strategy Register A. We will complete five-year reviews for the Barr Creek Catchment Strategy, the Kerang Lakes/Swan Hill Salinity Management Plan, and the Woorinen Irrigation District Excision.
- Continue to implement the Caring for the Campaspe River project – a large-scale on-ground works project delivering river health improvements to this significant asset. The Campaspe River supports important biodiversity within the Riverina and Goldfield bioregions and contains many vulnerable, threatened or depleted vegetation communities, aquatic fauna (including the flagship species Murray Cod and Platypus) and threatened terrestrial species (Swift Parrot and Squirrel Gilder). Complementing the river health improvements to be gained through the delivery of environmental water downstream of Lake Eppalock the project will see the river become a healthier system.
- Implement the fifth and final year of the 'Kyneton Woodlands' project in assisting landholders to protect, manage and re-establish Grassy Woodlands as biodiverse carbon stores on their land in an area primarily north of Kyneton. The project aims to re-establish 610 hectares of woodland vegetation and to protect and enhance 950 hectares of remnant woodlands by 2017.
- Continue to lead the implementation of the Northern Eco-Connections project across three CMAs supporting landholders to improve and protect native vegetation on private land, focusing on improving connections and linkages across the diverse landscapes of northern Victoria. This \$4.59 million project is an initiative of the Victorian Government's Victorian Environmental Partnerships Program being delivered in partnership with the North Central, Goulburn Broken and North East Catchment Management Authorities. The project is being delivered through a conservation tender process, with landholders submitting bids for work they wish to undertake to improve native vegetation on their properties.
- Continue to maintain and improve the ecological condition of wetlands of international, national or state significance within the North Central CMA Region.
- Monitor the benefits of delivering environmental water into Gunbower Forest, via the Hipwell Road channel. The forest ecosystem is a Ramsar listed wetland and Australia's second largest River Red Gum forest that relies on regular flooding to maintain its health.
- Pending Federal Government approval, implement the Guttrum and Benwell state forests and the Gunbower National Park Environmental Works projects.
- Work in collaboration with community networks, including the North Central Landcare and North Central Waterwatch programs, as a platform for community involvement in decision-making and broader community engagement.
- Continue providing leadership in the management of environmental water delivery, managing environmental entitlements and providing input into water resource management in unregulated waterways to protect environmental values, responding to regional environmental water management requirements, monitoring, and engaging with the community on environmental management issues for both rivers and wetlands.
- Manage Environmental Water Management Plans as an important strategic component of the Basin Plan implementation.
- Develop a Regional Floodplain Management Strategy that contributes to Victoria's floodplain management priorities. The Victorian Floodplain Management Strategy (VFMS, in preparation) requires CMAs and Melbourne Water to each prepare a regional strategy. Each strategy is to interpret and apply the policies, actions and accountabilities outlined in the VFMS at the regional and local level. The regional strategy will assist agencies with floodplain management and emergency functions to identify their accountabilities and align their priorities. The regional strategy will seek engagement with all relevant stakeholders, including Traditional Owners, to understand flood risks and determine regional priorities. It will produce three year rolling work plans with actions that will lead to increased community resilience to future flood events.
- In order to deliver the best possible solutions for the environment and the communities' dependent on these river systems we facilitate six community-based advisory groups. These are the Loddon Environmental Water Advisory Group; Campaspe Environmental Water Advisory Group; the Central Murray Wetlands Environmental Water Advisory Group; the Bullarook Creek Environmental Water Advisory Group; the Wimmera Mallee Wetlands Water Advisory Group; and the Gunbower Community Reference Group. Environmental water is sourced from both the Victorian and Commonwealth Environmental Water Holders.
- Renew the Aboriginal Engagement Policy that guides the North Central CMA approach in working with Aboriginal people. This includes ensuring that the aspirations and traditions of the region's Aboriginal stakeholders are incorporated into the North Central CMA business, and building the cultural competencies of our staff to work productively with Aboriginal stakeholders.

- Continue to implement the Kerang and Gunbower NLP projects with an on-going strong focus on community participation.
- Continue to participate in the \$205 million FarmWater Program – an investment in northern Victoria and a key partnership between ourselves, Goulburn Broken CMA and other agencies. The program funds on-farm infrastructure to improve irrigation efficiency and save water. This program has already transferred 31 gigalitres in water savings to the environment.
- Promote sustainable land-management practices to protect and enhance the resilience of our region's soils and priority assets through:
  - Farming for Sustainable Soils Phase 2 project (which has now engaged over 850 farmers in soil improvement activities)
  - Healthy Productive Irrigated Landscapes
  - Regional Sustainable Agriculture Strategy
  - Regional Landcare Coordinator and Regional Landcare Facilitator projects.
- We will continue to develop the Tri-State Murray NRM Regional Alliance project. The Alliance brings together six NRM bodies from the River Murray corridor with demonstrated experience in the delivery of major projects. It provides a proven way to engage with river communities and businesses through a model that can achieve cost-effective and coordinated Murray-wide social, economic and environmental outcomes.

### Targeted improvements

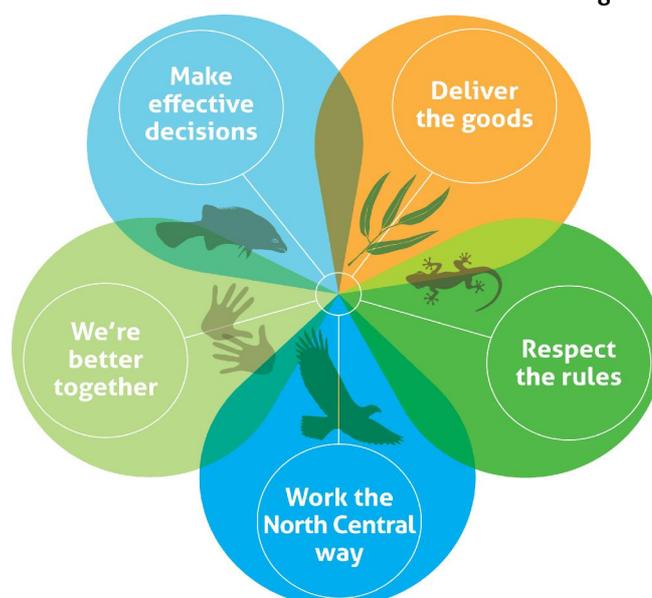
Four improvement projects that identify 'work on the business' inform this Corporate Plan.

### Anything but Standard

The North Central CMA has developed an organisation standard and associated performance benchmarks. Anything but Standard is an integral part of the CMA's governance framework. It describes our operating culture and seeks to drive high performance through:

- Being at the heart of the way we do business, it pushes us to think strategically about how we can most effectively and efficiently achieve our goals
- Providing a basis for assessing the diverse range of activities, projects and programs that the CMA delivers and reports on, and
- Prompting regular review of the results of assessments against the Standard to continually refine and improve the quality of service delivery.

Over the 2016–17 Corporate Plan period we will refine our implementation and achievement measures and embed them in our governance frameworks (See Figure. 3).



**Figure 3: The Standard should be viewed as a whole and not a series of independent elements.**

### Our place in the NRM community

Building on the strong culture of partnering, over the next 12 months our focus will be on planning more deliberate and complete stakeholder engagement and partnering processes through the Community Engagement Strategy to define our place in the regional NRM community, with a focus on being a more enabling and empowering partner.

We will renew our Community Engagement Strategy during 2016–17 to inform the development and implementation of a Partnership Plan later in the year, and we will actively seek stakeholder feedback and integrate that feedback into all facets of decision making.

### Organizational monitoring, evaluation and reporting (MER)

Building on a recent review of evaluation culture we will continue a range of systematic improvements that will allow us to better demonstrate the impact that we have in our catchments and our communities, including:

- Dashboard-style reporting of key organisational performance metrics.
- Effective execution of the 2013–19 North Central RCS, the 2014–22 North Central Regional Waterway Strategy and related NRM strategies and policies.
- Policies and practices that demonstrate our projects are achieving enduring environmental change.
- Demonstrating the impact of our community engagement, the increased awareness and any resulting practice change.

## Delivery model review – empowering community action

Following a whole-of-organisation 'efficiency review' in 2015–16 that engaged staff in reviewing how we conduct our business, we identified opportunities to do things different, at lower cost and/or greater impact.

Elements of our project delivery model were identified for further review – in particular how we select the delivery agent for projects and the level of incentive we provide to landholders to facilitate practice change.

This further review has significant potential to set a direction that will better empower community action in catchment management by building capacity and capability across local landcare networks and other NRM stakeholders.

## Governance

Maintaining high standards of corporate governance is a major focus of the North Central CMA. The Board, its committees and staff all have a strong commitment to continual improvement in this area.

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

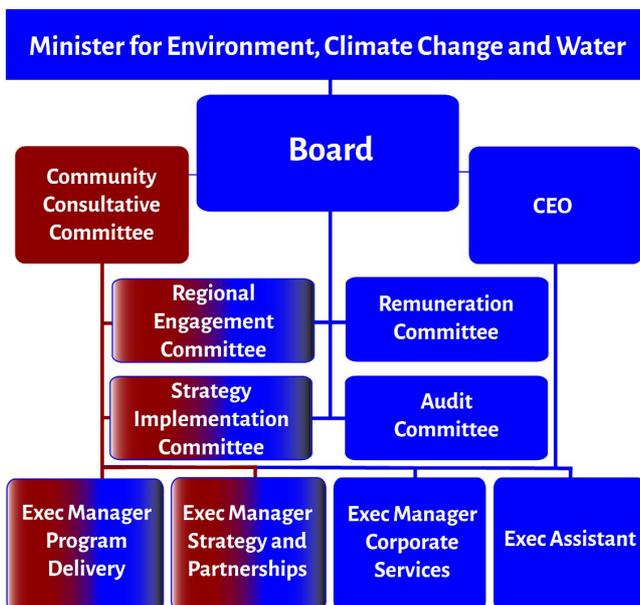


Fig. 4: North Central CMA Organisational structure

The Board has five standing committees, complemented by a range of project specific committees. The core roles of the standing committees are:

**Community Consultative Committee** – provides a community and local perspective to the strategic and operational work undertaken in the region by 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.

**Strategy Implementation Committee** – supports the North Central CMA to deliver on the strategic direction of the North Central RCS and sub-strategies.

**Audit Committee** – monitors and evaluates the adequacy and effectiveness of the corporate governance framework and risk management framework.

**Remuneration Committee** – oversees the management, performance and remuneration of the CEO.

## Reporting and Review of Corporate Plan

The Board monitors progress against the Corporate Plan objectives at its meetings. North Central CMA's performance, as defined by the performance measures in the Corporate Plan, is reported in the Annual Report (See Table 1).

In addition, its strategic direction is 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.

## Information provided to the Minister

In addition to the Corporate Plan 2016–2021, the North Central CMA will also provide to the Minister for Environment, Climate Change and Water the following documents:

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

A range of reporting and information is also provided to the Department of Environment, Land, Water and Planning (DELWP) on progress and performance of CMA activities (e.g. six-monthly and annual project reporting).



Fig. 5: The North Central CMA Board (L-R) Graham Atkinson; Dianne Bowles; Richard Carter; David Clark (Chair); Prue Milgate; Julie Slater; Charlie Gillingham; Julie Miller Markoff; Melanie McCarthy.

Table 1: Prescribed Government Measures.

Performance area	Performance target	Achievement commentary
<b>Business Management and Governance</b>	Submit annually a Board performance assessment report, according to any guidelines issued	State if the report complied with any guidelines issued. OR If the report did not comply to any guidelines issued, explain the reason(s).
	A risk management strategy approved by the Board and being implemented	State if the strategy / plan is approved by the board and being implemented. OR if the strategy / plan is not approved by the board and being implemented, explain the reason(s).
	100% of the CMA's policies and procedures reviewed every three years	State the percentage of policies and procedures reviewed during the prior three financial years OR if less than 100 per cent state the percentage achieved and state the reasons why 100 per cent was not achieved.
	Full compliance with all applicable Standing Directions under the Financial Management Compliance Framework Checklist.	State if full compliance was achieved. If full compliance was not achieved state which direction requirement(s) were not complied with and explain the reason(s) for non-compliance.
<b>Regional Planning and Coordination</b>	A Regional Catchment Strategy approved by the Minister	Describe the status of the RCS at the end of the last financial year.
	A Stakeholder and Community Engagement Framework approved by the Board	Describe the status of the framework / plan at the end of the last financial year. OR If a framework / plan is not approved and being implemented explain the reasons.
	A Regional Landcare Support Plan approved by the Board	Describe the status of the plan at the end of the last financial year. OR If a plan is not approved explain the reasons.
	A Regional Waterway Strategy approved by the Board	Describe the status of the strategy at the end of the last financial year.
	A Regional Floodplain Strategy approved by the Board	Describe the status of the strategy at the end of the last financial year.
	Land and Water Management Plans (LWMP) in designated irrigation areas (or equivalent) approved by the Board.	Describe the status of the LWMP at the end of the last financial year.
	The regional contribution to the annual report on salinity management activities and the allocation and update of salt disposal entitlements is submitted to the department by 31 July or as otherwise directed by the department.	State the date when the regional contribution was submitted. If the regional contribution was not submitted by 31 July, or as otherwise directed, state the date when the regional contribution was submitted and the reason(s) for late submission.
<b>Regional Delivery</b>	Progress with implementation of the RCS (and its major sub-strategies) is reviewed by the Board annually.	State if progress on implementation was reviewed by the Board by the end of the last financial year. OR If the progress on implementation was not reviewed by the Board, explain the reasons.
	Projects / activities to implement the RCS are delivered and reported according to associated funding agreements	State if the projects / activities were delivered and reported according to associated funding agreements OR if the projects / activities were not delivered and reported according to the funding agreements explain the reason(s).
	Projects / activities to implement the Regional Waterway Strategy and the Regional Floodplain Management Strategy are delivered and reported according to associated funding agreements	State if the projects / activities were delivered and reported according to associated funding agreements OR if the projects / activities were not delivered and reported according to the funding agreements explain the reason(s).
	Projects / activities to implement the LWMP are delivered and reported according to associated funding agreements	State if the projects / activities were delivered and reported according to associated funding agreements OR if the projects / activities were not delivered and reported according to the funding agreements explain the reason(s).
<b>Statutory functions under Part 10 of the Water Act</b>	Ninety per cent of statutory requirements (permits, referrals, advice and licences) associated with waterway and floodplain management are responded to within the prescribed period	State the percentage of responses that were within the prescribed period OR if the percentage of responses within the prescribed period was less than 90 per cent explain the reasons AND identify if waterways and / or floodplain related responses were affected.
<b>Statutory functions under Part 11 of the Water Act.</b>	Ninety per cent of statutory requirements (permits, referrals, advice and licences) associated with irrigation management are responded to within the prescribed period.	State the percentage of responses that were within the prescribed period OR if the percentage of responses within the prescribed period was less than 90 per cent explain the reasons.

## Programs and Projects

This Corporate Plan is informed by the North Central CMA's Statement of Strategic Intent as outlined in Part A and 'Our Purpose'; 'To enhance the integrity of our catchments in partnership with our communities.' Through this plan, we focus our resources, energies and funding on this principal task to benefit communities, stakeholders and the region's rich natural resources.

### Regional Catchment Strategy

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

We have developed an RCS Implementation Plan to guide our work with the community and partner organisations to ensure a strong collaborative approach to implementing the RCS. A joint Board and CC committee oversee the RCS Implementation plan.

### Development process

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

- Our investment priorities align with those of the Victorian and Australian Governments
- Continued implementation of the RCS and sub-strategies
- Outcomes are delivered through the most efficient business processes
- All activities are monitored and evaluated through the project life cycle.

### Objective and key principles

The overarching objective of the North Central CMA programs is to maximise the benefits of NRM investment into the region. The following principles were used in determining our 2016–17 Regional program:

- Ensure sufficient flexibility for the North Central CMA to adapt to changes in Victorian Government policy and investment priorities, as well as future Board direction.
- As far as practical, achieve asset goals of existing projects within the next 18 months in accordance with the above principles.

- Manage the expectations of government, science and community by:
  - Implementing the recommendations from the Investment Framework for Environmental Resources review panel
  - Considering any of the Community Consultative Committee's recommendations
  - Seeking investor feedback on all project proposals before submitting any project for funding as part of the broader Regional Investment Plan.

As such our projects are:

- Policy-led
- Science-based
- Asset-based
- Collaborative
- Risk assessed.

### Program Overview

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

- Strategy
- Community Engagement
- Statutory Functions
- Environmental Assets
- Environmental Water
- Sustainable Agriculture

Whilst much of our activity is managed through separate programs, we also take an integrated approach to the management of NRM assets consistent with the objectives of the 2013–19 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 our 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.

The design of our program activities has been largely guided by asset-based investment frameworks – INFFER, the Healthy Productive Landscapes Framework, and NaturePrint.

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

**Table 2: 2016–17 Project List**

Table 2 lists the range of known and unconfirmed projects for 2016–17. The projects presented include natural resource management opportunities with and without confirmation of funding. As CMA Corporate Plans are submitted by 30 April each year, prior to Government's annual budget announcements, the projects are subject to amendment.

Project title	Description	Funding source	Link to Program
Administration of Statutory Functions	Fulfilling our stewardship obligations by implementing all our guiding natural resource management strategies, conducting a mid-term review of the 2013–19 Regional Catchment Strategy and being the referral authority for development on the floodplain.	Victorian Government	Statutory Functions
Barapa Barapa Water for Country	This partnership project between the North Central CMA and Barapa Barapa Traditional Owners centres around Barapa Culture Team members identifying, mapping and recording the cultural values of the Lower Gunbower Forest to improve the management of environmental water.	Victorian Government	Community Engagement
Basin Plan Environmental Water Management Plans	Implementation of environmental water management plans for regulated waterways in the region	Murray Darling Basin Authority	Environmental Water
Biodiversity Discussion Paper	A strategic document to complement a statewide initiative aimed to protect and enhance the region's threatened native flora and fauna		Strategy
Caring for the Campaspe River	A large-scale on-ground works project delivering river health improvements to this significant asset.	Victorian Government	Environmental Assets
Central Murray Wetlands	Monitoring the impacts of environmental watering activities at Round Lake, Lake Elizabeth, Johnson Swamp, Richardson's Lagoon, the Wirra-Lo Wetland Complex and McDonalds Swamp	Victorian Government	Environmental Water
Community Grants (National Landcare Program)	A grant scheme to support community volunteers to build capacity and undertake on-ground works.	Commonwealth Government	Community Engagement
Environmental Water Reserve Officers	Providing leadership in the planning and delivery of environmental water. Managing specific environmental entitlements and providing input into water resource management in unregulated waterways to protect environmental values, and engaging with the community on environmental management issues for both rivers and wetlands.	Victorian Government	Environmental Water
Farming for Sustainable Soils 2	Working collaboratively with regional farming communities to build the structural integrity of soils so as to protect this important asset for future generations.	Commonwealth Government National Landcare Programme	Sustainable Agriculture
FarmWater Program	Improving water use efficiency for savings to be used on farm and for the environment	Commonwealth Government On-farm Irrigation Efficiency Program	Sustainable Agriculture
Floodplain Management	A region-wide statutory function that aims are to minimise the adverse impacts of new development and to improve the safety for people and property within flood prone areas. Operation of a permit scheme that manages impacts from works in waterways, on water quality and aquatic habitat.	Victorian Government	Statutory Functions
Gunbower Creek compliance	In partnership with public land managers, ensuring that creek riparian zone land use is appropriate for the land tenure; and matches the defined creek values, condition, threats and NRM interventions. Support to landholders will be in the form of extension advice along with cost share incentives for riparian fencing and off-stream watering points.	Victorian Government	Environmental Assets
Healthy and Productive Irrigated Landscapes	Implementing the Loddon Campaspe Irrigation Region Land and Water Management Plan to mitigate salinity and nutrient impacts to the region's land and water assets, efficiency for savings to be used on farm and/or for the environment, improve agricultural productivity, and improve water use.	Victorian Government	Sustainable Agriculture
Kamarooka Wetlands	Investigative works to determine the best way to protect and enhance the wetland complex north of Bendigo.	Victorian Government	Environmental Assets
Kerang and Gunbower Wetlands Protection	Protecting the Kerang and Gunbower wetlands – a unique system of wetlands, lakes and swamps recognised under the Ramsar Convention for providing habitat to significant waterbird populations.	Commonwealth Government National Landcare Programme	Environmental Assets
Kooyoora Connections project	Working with the Wedderburn CMN to protect and enhance Box Gum Grassy Woodland and Buloke Woodland communities in the Wedderburn area.	Commonwealth Government National Landcare Programme	Environmental Assets
Kyneton Woodlands project	Assisting landholders in the Kyneton area to protect, manage and re-establish Grassy Woodlands as biodiverse carbon stores.	Commonwealth Government	Environmental Assets

Table 2: 2016–17 Project List (continued).

Project title	Description	Funding source	Link to Program
North Central Waterwatch	The Waterwatch Coordinator works with schools and community volunteers to monitor water quality and educate the community about the importance of healthy waterways.	Victorian Government	Community Engagement
Northern Eco-Connections	This project is implemented across three CMAs and supports landholders to improve and protect native vegetation on private land, focusing on improving connections and linkages across the diverse landscapes of northern Victoria.	Victorian Government	Environmental Assets
Project RENEW	A joint venture between the Helen Macpherson Smith Trust, North Central CMA, the City of Greater Bendigo, the Northern United Forestry Group and La Trobe University that aims to build the health of regional communities through hands-on involvement in repairing the landscape.	The Helen Macpherson Smith Trust	Sustainable Agriculture
Protecting Remnant Grassy Ecosystem	Supporting landowners to protect native vegetation and improve habitat condition on their properties in the lower Loddon and Avoca catchments.	Commonwealth Government National Landcare Programme	Environmental Assets
Protecting and Enhancing Regional Priority Wetlands (VEWH)	This project focuses on maintaining and improving the ecological condition of a number of priority wetlands within the region. The collective wetlands include Lake Cullen, Hird Swamp, Johnson's Swamp, Round Lake, McDonalds' Swamp, Lake Elizabeth, Lake Murphy and Richardson's Lagoon.	Victorian Government On-ground Works Program	Environmental Assets
Regional Floodplain Strategy	This strategy will set regional priorities and outlined roles and responsibilities for floodplain management in the North Central Region guided by the Victorian Floodplain Management Strategy (in preparation).	Victorian Government	Strategy
Regional Indigenous engagement, Building Cultural Capacity	Strengthening our engagement with Traditional Owners – developing our staff's cultural competencies, building Indigenous capacity, implementing our partnership program with Dja Dja Wurrung.	Commonwealth Government National Landcare Programme	Community Engagement
Regional Landcare Coordinator	Work in collaboration with community networks to build capacity, facilitate on-ground NRM works, community involvement in decision-making and broader community engagement.	Victorian Government	Community Engagement
Regional Landcare Facilitator	Work in collaboration with community networks, including the farming community, as a platform for promoting the uptake of sustainable agricultural practices, community involvement in decision-making and broader community engagement.	Commonwealth Government	Community Engagement
Reporting and Accounting for Salinity	Fulfilling our statutory obligations in managing the accountable salinity actions allocated to the region and providing technical input to the Basin Salinity Management Strategy for the Murray Darling Basin.	Victorian Government and Murray Darling Basin Authority	Sustainable Agriculture
River Health Maintenance	Works to improve the health and structural integrity of the region's waterways, e.g. willow removal, pest plant and animal control, revegetation.	Victorian Government	Environmental Assets
SDL Offsets Gunbower National Park	Environmental works in Gunbower National Park will enable the delivery of environmental water to this important natural asset.	Pending Commonwealth Government	Environmental Water
SDL Offsets Guttrum Benwell	Environmental works in Guttrum and Benwell state forests will enable the delivery of environmental water to these important natural assets.	Pending Commonwealth Government	Environmental Water
TLM Environmental Delivery	Delivery of environmental water to priority natural assets along the Murray River, e.g. Gunbower Forest.	Murray Darling Basin Authority	Environmental Water
TLM Condition Monitoring – Gunbower Forest	Monitoring the ecological benefits of inundating 3,500 hectares of Gunbower Forest over 75 days via the Hipwell Road channel.	Murray Darling Basin Authority	Environmental Water
TLM Indigenous Partnership	Strengthening our engagement with Traditional Owners – developing our staff's cultural competencies, exploring cultural water with Barapa Barapa, building Indigenous capacity.	Murray Darling Basin Authority	Community Engagement
Wetland Monitoring	Monitoring the health of priority native flora and fauna in wetlands across the region	Victorian Government	Environmental Assets
Victorian Landcare Grants	A grant scheme to support capacity building and on-ground works for landcare groups across the region.	Victorian Government	Community Engagement

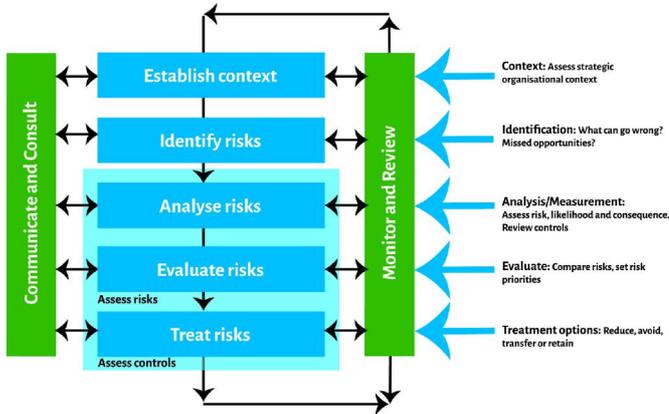
# Business risk and risk management

The North Central CMA's risk framework is consistent with the International Risk Management Standard AS/NZS ISO 31000:2009, as illustrated in Figure 6.

The North Central CMA Board and Executive team continually revisits our approach to risk management. A detailed review is planned in early 2016–17.

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

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



**Figure 6: The International Risk Management Standard ISO 31000:2009**

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

**Table 3: Summary of major risks**

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

## Part B (1): Financial Statements

### Compliance with Australian Accounting Standards

The North Central CMA prepares the annual general purpose financial report in compliance with Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board, the requirements of the *Financial Management Act 1994* and applicable Ministerial Directions.

### Three year financial statements

Revenue for 2015–16 is expected to be \$14.4M. The amount of unspent project funds expected to be carried into 2016–17 is \$4.6M. This is reflected in the cash balance of \$6.4M.

The approach for 2016–17 and beyond is to take a conservative view on revenue by including only confirmed or highly likely funding. This results in revenue falling to \$13.8M in 2016–17 and further reductions in subsequent years due to funding uncertainty.

The forecast is to record an operating deficit of \$1.0M throughout the plan in order to deliver carry forward projects. The carried forward project funds are forecast to reduce to \$1.6M by 30 June 2019.

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

### Disclosure of any corporate overheads allocated to projects

Business improvements providing productivity gains have enabled the North Central CMA to keep its standard corporate charge to 9 per cent of revenue for 2016–17. This charge covers general business support and administrative functions, and access to organisational infrastructure.

Where applicable levy charges for direct support services apply to the following functions:

- GIS and spatial information: 1.5 per cent  
Spatial and data systems, map production.
- Communications: 1.5 per cent  
Marketing, event coordination, community engagement.
- Indigenous Engagement: 1.5 per cent  
Compliance, Indigenous community engagement.

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

### Project costing principles

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

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

## Part B (2): Financial Statements

**Table 4: Planned programs for the forthcoming financial year**

North Central CMA Planned Programs	2016-17 Forecast Income & Expenditure by Source of Funding					
	State - Statutory \$ 000's	State - Discretionary \$ 000's	C'wealth \$ 000's	Other \$ 000's	Total Revenue \$ 000's	Proposed Expenditure \$ 000's
<b>Income</b>						
<i>Corporate &amp; Statutory Operations</i>						
Board, CCC, CEO & Finance	987				987	1,205
Other Revenue (including staff secondments)				75	75	
Interest				142	142	
<b>Total Corporate &amp; Statutory Operations</b>	<b>987</b>			<b>217</b>	<b>1,205</b>	<b>1,205</b>
<i>Project funded programs</i>						
Victorian Water Group (VIF/EC) - Statutory	1,218				1,218	1,218
Victorian Water Group (VIF/EC) - Other		4,862			4,862	5,862
Victorian Common Fund Agreement		650			650	650
National Landcare Programme			2,689		2,689	2,689
The Living Murray			920		920	920
Murray Darling Basin Plan			750		750	750
Biodiversity Fund			445		445	445
Action on the Ground			170		170	170
Sustainable Water Use			40		40	40
Other		650		265	915	915
<b>Total Project Funded Programs</b>	<b>1,218</b>	<b>6,162</b>	<b>5,014</b>	<b>265</b>	<b>12,659</b>	<b>13,659</b>
<b>Total North Central CMA</b>	<b>2,205</b>	<b>6,162</b>	<b>5,014</b>	<b>482</b>	<b>13,864</b>	<b>14,864</b>

Table 5: Five-Year Operating Statement

Actual	Operating Statement	Forecast	Forecast	Forecast	Forecast
2014/15		Current year			
\$ 000's		2015/16	2016/17	2017/18	2018/19
		\$ 000's	\$ 000's	\$ 000's	\$ 000's
	<u>Statutory Operations: Governance</u>				
802	Corporate Funding	987	987	938	891
177	Interest	178	142	114	93
117	Other (includes staff secondments)	79	75	75	75
	<u>Project Grants</u>				
	<u>State Government</u>				
1,236	Victorian Water Group (VIF/EC) - Statutory	1,268	1,218	1,218	1,218
4,916	Victorian Water Group (VIF/EC) - Other	5,304	4,862	4,762	4,662
2,060	Victorian Environmental Partnerships Program	0	0	0	0
210	Victorian Common Fund Agreement	629	650	150	150
15	DELWP - Fisheries	83	0	0	0
71	Other	160	650	500	500
	<u>Commonwealth Government</u>				
2,016	Caring for Our Country	0	0	0	0
1,344	National Landcare Program	2,689	2,689	2,789	2,000
917	The Living Murray	1,070	920	920	920
3,976	Murray Darling Basin Plan	552	750	750	700
493	Biodiversity Fund	445	445	0	0
190	Action on the Ground	170	170	0	0
0	Sustainable Water Use	40	40	40	40
21	Carbon Action Plan	22	0	0	0
216	Natural Disaster Resilience Grants Scheme	89	0	0	0
0	Other	0	0	0	0
	<u>Other Funding</u>				
3	Water Corporations	224	0	0	0
94	Universities	100	0	0	0
0	Local Government	286	0	0	0
34	Other	49	265	215	215
18,911	Total Revenue	14,424	13,863	12,471	11,464
	<u>Expenditure</u>				
	<u>Corporate &amp; Statutory Operations</u>				
164	Board	184	188	191	195
163	Community Consultative Committee	155	158	162	165
378	Chief Executive Officer & support	389	397	404	413
394	Strategic Fund	475	250	250	250
461	Business Manager & support	471	880	898	916
1,816	Other Statutory & Support functions	1,808	1,845	1,881	1,919
(2,376)	Recovery from Project Programmes	(2,293)	(2,513)	(2,660)	(2,799)
17,782	<u>Project Programmes</u>	15,531	13,659	12,344	11,405
18,782	Total Expenditure	16,720	14,864	13,471	12,464
128	Operating Surplus (Deficit)	(2,297)	(1,000)	(1,000)	(1,000)

Table 6: Five-Year Statement of Cash Flows

Actual 2014/15 \$ 000's	Statement of Cash Flows	Forecast Current Year 2015/16 \$ 000's	Forecast * 2016/17 \$ 000's	Forecast * 2017/18 \$ 000's	Forecast * 2018/19 \$ 000's
	<i>Cash Flows from Operating Activities</i>				
	-				
	<i>Receipts:</i>				
802	Corporate Funding	987	987	938	891
177	Interest	178	142	114	93
117	Other (includes staff secondments)	79	75	75	75
	<i>Grants:</i>				
8,508	Receipts from State	7,445	7,380	6,630	6,530
9,174	Receipts from Commonwealth	5,077	5,014	4,499	3,660
132	Receipts from Other Investors	659	265	215	215
910	(Increase) / Decrease in Debtors	1,443	(683)	0	0
	<i>Payments:</i>				
(12,136)	Payments to suppliers	(10,507)	(8,126)	(6,607)	(5,470)
172	Increase / (Decrease) in Creditors	(638)	251	0	0
(6,122)	Payments to employees and staff costs	(6,213)	(6,337)	(6,464)	(6,593)
80	Increase / (Decrease) in Staff Liabilities	67	32	33	33
1,815	Net cash provided by operation activities	(1,425)	(1,001)	(567)	(566)
	<i>Cash Flows from Investing Activities</i>				
(355)	Payments for purchase of fixed assets & intangibles	(384)	(500)	(500)	(500)
186	Proceeds on disposal of fixed assets & intangibles	197	150	150	150
(169)	Net Cash used in investing activities	(187)	(350)	(350)	(350)
1,645	<i>Net increase (decrease) in cash held</i>	(1,611)	(1,351)	(917)	(916)
6,340	Cash at the beginning of the financial year	7,985	6,373	5,022	4,105
7,985	Cash at the end of the financial year	6,374	5,022	4,105	3,188

Table 7: Five-Year Balance Sheet

Actual 2014/15 \$ 000's	Balance Sheet	Forecast Current Year 2015/16 \$ 000's	Forecast 2016/17 \$ 000's	Forecast 2017/18 \$ 000's	Forecast 2018/19 \$ 000's
	Assets				
	<u>Current Assets</u>				
7,986	Cash / Deposits	6,373	5,021	4,104	3,188
1,759	Receivables	317	1,000	1,000	1,000
	<u>Non Current Assets</u>				
2,257	Fixed Assets	2,228	2,178	2,128	2,078
12,002	Total Assets	8,198	8,200	7,233	6,266
	Liabilities				
	<u>Current Liabilities</u>				
1,387	Accounts Payable / Accruals	750	1,000	1,000	1,000
1,095	Employee Provisions	1,124	1,152	1,181	1,210
	<u>Non Current Liabilities</u>				
112	Employee Provisions	149	153	157	160
2,593	Total Liabilities	2,023	2,305	2,337	2,371
9,408	Net Assets	6,895	5,895	4,895	3,895
	Equity				
229	Contributed Capital - 1/7/1997	229	229	229	229
8,527	Contributed Capital - surplus transfer	8,527	8,527	8,527	8,527
755	Asset Revaluation	538	538	538	538
6,973	Project Funded Surplus	4,622	3,622	2,622	1,622
(7,075)	Accumulated Surplus (Deficit)	(7,020)	(7,020)	(7,020)	(7,020)
9,408	Total Equity	6,895	5,895	4,895	3,895

Table 8: Depreciation schedule

Actual 2014/15 \$ 000's	Movement in Fixed Assets and Intangibles	Forecast Current Year 2015/16 \$ 000's	Forecast 2016/17 \$ 000's	Forecast 2017/18 \$ 000's	Forecast 2018/19 \$ 000's
2,612	Opening Written Down Value	2,257	2,228	2,178	2,128
(484)	Depreciation	(394)	(400)	(400)	(400)
355	Additions	384	500	500	500
0	Revaluation	179			
(227)	Disposals at Written Down Value	(197)	(150)	(150)	(150)
2,257	Closing Written Down Value	2,228	2,178	2,128	2,078

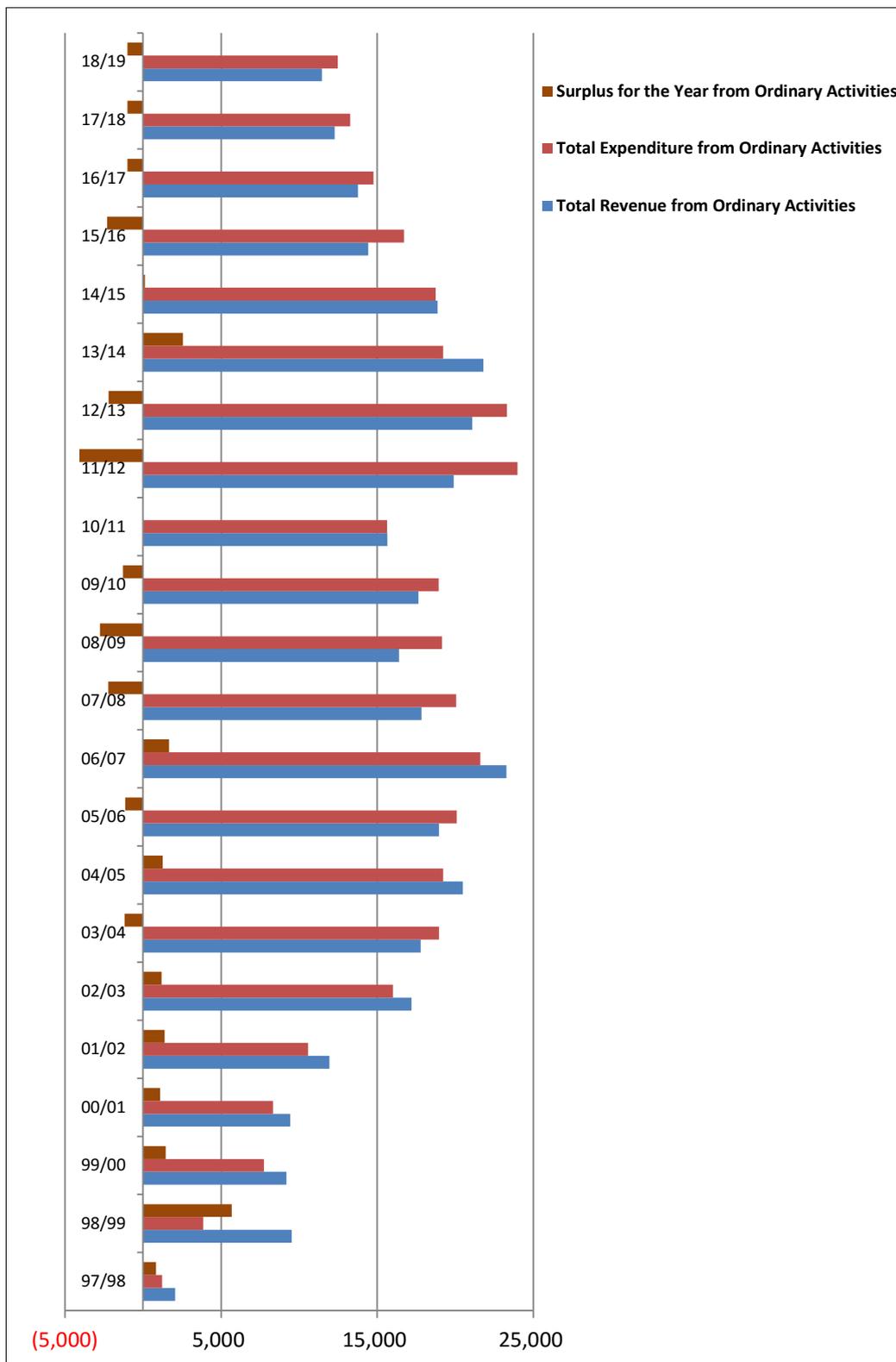


Figure 8: Summary of financial results and forecasts 1997-98 to 2018-19 (\$ millions)

## Part B (3): Cost Recovery

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

This relates to services provided within our Statutory Functions program. Initial services offered on a fee recovery basis could include:

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

