



Corporate Plan

2009–10 to 2013-14



What we do:

- Lead collaborative planning for the environment of the Port Phillip & Westernport region
- Engage key stakeholders and the broader community in environmental planning and action
- Lead and assist major environmental projects with multiple stakeholders and long term public benefits
- Report publicly on the implementation of environmental plans and the condition of the environment

Our partners:

- We work mainly with Government departments and authorities, councils, environmental organisations and community groups.

Our core values:

- Environmental Stewardship
- Big Picture Thinking
- Collaboration
- Leadership

Our personality:

- Approachable
- Knowledgeable
- Professional
- Purposeful
- Articulate
- Influential
- Committed
- Inspirational

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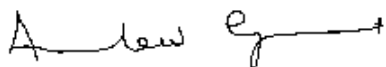
Foreword

This Corporate Plan marks a significant moment in the evolution of the Port Phillip and Westernport Catchment Management Authority (PPWCMA). It articulates that the PPWCMA seeks to be more than merely a good organisation; it aims to be great. The plan reflects upon the experiences and learnings of the first 14 years of the organisation and uses them to identify exactly what the PPWCMA aims to be great at.

This plan outlines the rationale behind these statements and establishes that the PPWCMA can be most effective when it is highly focussed on providing the following services for public benefit

- Collaborative planning – generating widespread, meaningful collaboration to create a shared, strategic plan for the environment of the Port Phillip & Westernport region
- Community engagement – meaningfully engaging key stakeholders and the broader community in environmental planning and the implementation of priority actions
- Environmental projects - leading and assisting major, priority environmental projects that have multiple stakeholders and will deliver long term public benefits
- Public reporting - reporting publicly on the implementation of environmental actions and the condition of the regional environment.

Each of these align with the legislative responsibilities of the PPWCMA. However, just as importantly, they are services and outcomes that the Board, executive and staff of the PPWCMA are passionate about, that the PPWCMA can be the great at and that drive the economic security of the organisation because they deserve and demand resourcing.



Andrew Grant
Chair



David Buntine
Chief Executive Officer

1. The Evolution of the PPWCMA

The journey of the Port Phillip and Westernport Catchment Management Authority (PPWCMA) started in late 1994, well before the PPWCMA was legally created as a statutory authority in 2002. Its predecessor organisation was the Port Phillip and Westernport Catchment and Land Protection (CALP) Board that was formed as a result of new Victorian Government legislation, the *Catchment and Land Protection Act*. The Act set this State ahead of others in regard to embedding community-based, regional-scale, integrated management of natural resources within Government structures and processes.

The legislation specified the formation of 10 CALP Boards across Victoria, each responsible for preparing and coordinating implementation of a new document called a Regional Catchment Strategy. The strategies were to provide for the integrated management of land, water and biodiversity by various organisations and groups across their regions which were defined by catchments. The CALP Boards were responsible for engaging their regional communities in the planning and management of natural resources and raising community awareness of the condition of natural resources and local issues. In some respects, the CALP Boards were designed to create bridges and networks between their regional communities and the Victorian Government and its agencies.

Charged with pioneering this approach in the catchments that flow to Port Phillip Bay and Western Port Bay, including Melbourne and its hinterland, were this CALP Board's 15 Ministerially-appointed members. They had at their disposal an annual budget of around \$200,000 which was mostly used to fund a couple of staff.

The CALP Board was in place for 8 years and gradually built its resourcing, staffing and credibility. In 2002, the CALP Board had revenue of \$800,000, staffing of 6 and a growing reputation for bringing vision, logic and practical structure to environmental planning processes. It had made some important contributions to the natural resource management of the region including the creation of the first Regional Catchment Strategy.

However, through this time, the resources of the CALP Board were often spread thinly. Its charter was very broad and there was a general expectation that it would liaise very closely with many community sectors and generate consensus to resolve complicated issues and diverse views. Some expectations were unrealistic and the organisation's reputation was at risk unless it clarified its role and real capacity with stakeholders and focussed on fewer objectives.

Another challenge was that the results of the work of the PPWCMA were often not readily, physically noticeable. The CALP Board worked mainly on plans and relationships, improving cooperation and bettering priority setting processes. It left the 'on-ground works' such as putting trees in the ground and stabilising eroding riverbanks to other organisations charged with those roles. Also, the benefits of the CALP Board's work would come over decades rather than being immediately apparent. The trouble was, it was difficult for the CALP Board to mount an argument for more resourcing when funding bodies routinely sought tangible outputs to demonstrate that this was money well spent.

In November 2002, the CALP Board was changed by the Government and Port Phillip and Westernport Catchment Management Authority (PPWCMA) was established. This was an important moment in the journey because it provided new autonomy and authority. For the

first time, the regional organisation employed its own staff, developed its own policies, received its own revenue and paid its own bills, where previously these and other functions had all been undertaken through a government department. This generated independence and responsibility. There was a realisation that, within limits, the organisation was responsible for its own operations, that it was often up to the Board and staff what matters they became involved in, how they did it, how they behaved whilst doing it, what they become known for and what they would eventually achieve. The young organisation had taken a big step toward adulthood and a big step toward defining its mission.

Steadily, the PPWCMA increased its insight into its role and sharpened its focus. Important events, experiences and learnings along the way included the following:

- The CEO spent a week in 2003 with the initiators and coordinators of the well-known and respected Moreton Bay Healthy Catchments Initiative and returned with ideas relevant to the PPWCMA. These included the establishment of a database to specifically track and report on the progress with the actions of the Regional Catchment Strategy, and the development of a science-based, community-friendly report on the condition of the regional environment that would increase community awareness and potentially influence future funding allocations and actions.
- The Chairman from 2000-2006, Dr Mick Lumb, championed the idea of the PPWCMA initiating some major projects in priority locations that brought people together, created a shared vision for long-term benefit, coordinated efforts to work together and generated tangible, on-ground outcomes. We started with Grow West, then after a few years also established Living Links, Yarra4Life and Spirit of the Bunyip in other priority locations around the region.
- Sharpening of community and stakeholder engagement occurred when, in 2004 due mainly to financial constraints, the PPWCMA discontinued five multi-stakeholder catchment committees and began examining alternatives to efficiently engage stakeholders. It made us ask the questions: who do we need to engage, for what purposes and to what extent? Over some years we explored this subject and eventually articulated the “PPWCMA approach to stakeholder engagement” and began implementing it.
- A senior staff member, Ian Morgans, made a study trip to the US in 2006 to examine environmental programs on the fringes of large cities and returned with a number of relevant concepts and ideas. This included the notion that the PPWCMA should design and deliver our work in ways that provide clear, tangible ‘services’ and benefits to our partners; that we should be service-oriented. This resonated with many in the organisation as we had grappled for some time with making our achievements more explicit and recognised.
- As the revenue steadily grew and more staff positions were created and filled, the importance of organisational culture emerged. By 2006 with staff numbers at 18 and growing, the managers of the PPWCMA were consciously shaping the culture by, for example, modelling desirable behaviours, displaying clarity and consistency in what we get involved in and why (and what we don’t get involved in and why), seeking office space that demonstrated professionalism and establishing guidelines for staff conduct. Importantly, they also started consciously recruiting people not

only for their skills, experience and potential but also for their passion and commitment to the PPWCMA roles and cause.

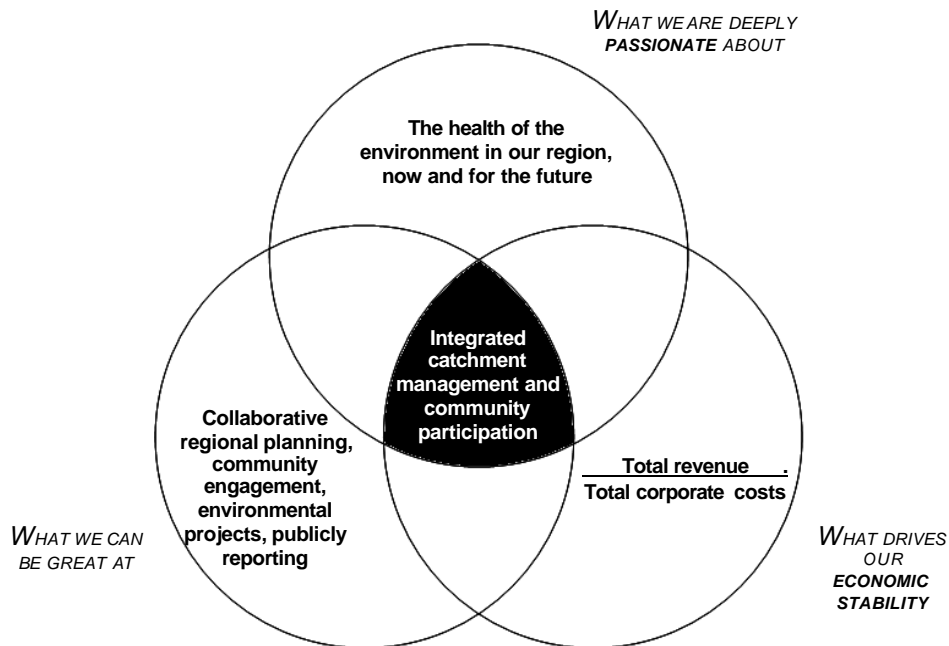
Now, in 2009, 14 years since the organisation started, there is a strong understanding of the organisation's role, niche and focus. Through experience, reflection and insight, the people of the PPWCMA have become clear what drives our passion, what we can be great at and what can drive our economic stability. We can describe it simply and we can state it explicitly.

2. The PPWCMA Mission

The PPWCMA mission is directly in line with the stated purposes of the *Catchment and Land Protection Act 1994* which are to achieve 'integrated management and protection of catchments' and to 'encourage community participation in the management of land and water resources'.

The mission illustrates why and how the PPWCMA champions and implements 'integrated catchment management' and 'community participation'.

The purposes of the Act require collaboration amongst many people and organisations. Fundamentally, the PPWCMA aims to make working together more attractive and productive than working alone. The PPWCMA fills particular niches that we are passionate about, are well suited and skilled to fill and which demand and deserve resourcing.



What we are passionate about

The people of the PPWCMA are passionate about the environment. They are passionate about the global environment and especially passionate about the natural environment in our region. Melbourne and its surrounding countryside is where we live, where our families live, where we envisage our children living in the future. It is our home and we love and appreciate the local environment. We are inspired by the bays, the coast, the parks and forests, the Yarra River, the bandicoots, the platypi, the honeyeaters, the seadragons and the like. We even love parts of the environment that many people don't seem to value as much including the mangroves, mudflats and saltmarshes around Western Port, lesser-known rivers and creeks, the native grasslands on the basalt plains, the green wedges all around Melbourne and the less cuddly fauna and flora including the Striped Legless Lizard, the Eltham Copper Butterfly, the Golden Sun Moth and the Frankston Spider Orchid. And we are passionately opposed to things that threaten this environment including rabbits and foxes, poorly sited or executed urban development, pollution finding its way into rivers, excessive carbon emissions and the degradation of habitat that supports native plants and animals.

Evidence of this passion abounds. Board members join the PPWCMA because of their genuine interest in the land, water and biodiversity management of this area, certainly not for the financial return or the prestige. Staff in the organisation consistently cite their use and enjoyment of the environment and their desire to make a difference in their career as the main reason for wanting to work here.

What we can be great at - integrated catchment management and community participation

The PPWCMA operates in an industry that is relatively young but very active across Australia. There are 56 regional-scale organisations, each charged to a greater or lesser extent with translating state and national policy and priorities into regional-scale programs; in providing two-way communication, consultation, collaboration and leadership between their relevant State Government (and the Australian Government) and the respective regional communities.

Within the Port Phillip and Westernport region, there are many players in the management of land, water and biodiversity including government departments and authorities, non-government organisations, 38 councils, 500+ Landcare and community groups, farmers and other land holders, park managers, industry groups and the resident population nearing 4 million people. It is this diversity that makes integrated catchment management both critically necessary and possible.

Over the past 14 years, the people of the PPWCMA have developed a strong insight into this industry and, in particular, the organisational structures and relationships that are at play in our region. We have trialled, observed and learned from successes and mistakes here and across the country.

The result is that we have identified what is needed to advance integrated catchment management and community participation and we know what services we provide most effectively to achieve those goals. We are a Victorian Government-owned organisation

that can provide a set of important environmental services for public benefit. They are great services to provide and we can be great at providing them. Actually, we think we are well placed to be the best in Australia at providing them.

The four services that we can be great at providing are:

- Collaborative regional planning for the environment

We can be great at developing visionary yet practical natural resources strategies and programs for a complex environment at scales that make sense to local communities and to government agencies and public authorities. And, in doing this, we can synthesise the policies and actions from disparate sources and generate an exceptional level of collaboration and cooperation amongst many stakeholders so they each play their part to undertake agreed actions. The result is that the essential elements of integrated catchment management are strengthened; the planning and problem resolution is sound, responsibilities are well-defined, implementation is achieved and long-term public benefits are secured efficiently.

There is evidence that we are very good at this work and we have made significant progress. Feedback has been collected from organisations in this region that shows the process to develop the current Regional Catchment Strategy was collaborative and that the document itself is one of the most well-structured and articulate of its kind in Australia.

- Community and stakeholder engagement

We can be great at engaging and supporting the community and the most relevant sectors in particular, to understand the importance of the natural environment and participate in the associated strategic planning, priority setting and implementation of priority actions. The result is communities that understand and appreciate the environment, support strategic planning, are mobilised to take action, yield the next generation of leaders, are innovative when new approaches are required and are resilient when hurdles arise.

Again, there is evidence that the PPWCMA is already very good at this. We have been recognised over the past 5 years as providing excellent support and engagement with the Landcare movement of this region. We won a Victorian Landcare Award for this work. Now, Melbourne Water, councils and Landcare networks have joined forces with us and extended this program.

- Environmental projects

We can be great at leading and assisting major environmental projects that have multiple stakeholders and will deliver long term public benefits. The benefits of this work is that the projects attract public and private sector investment into environmental initiatives, improve environmental condition and generate collaboration and cooperation between multiple stakeholders in social and economic environments where disparate aims and fragmented effort are common.

Evidence shows that this service is important and that the PPWCMA can effectively provide it. Feedback has been very positive from the partners in Grow West, Living Links, Yarra4Life and Spirit of the Bunyip that these projects have been long-needed

and the role the PPWCMA has played in generating vision, collaboration and outcomes has been crucial. The proof will emerge as years go by, but the steady stream of corporate investors and the high proportion of funds secured by Landcare Australia Limited and directed to this region's projects are evidence that the PPWCMA is filling this niche well.

- Public reporting on the implementation of environmental actions and the condition of the regional environment

Monitoring and reporting on environmental condition is commonly complicated and disparate. The PPWCMA has made significant progress in simplifying and unifying it and is now well placed to obtain data from many sources and to assess and present it as an overall picture. We provide science-based assessment of the current condition of the environment presented in easy-to-understand reports for a range of audiences. Our aim is to strengthen the core elements of integrated catchment management by supporting stakeholder capacity and accountability for measured outcomes, to promote practical adaptive management and to use environmental reporting to raise awareness across the broader community.

Again, evidence exists that this is a valuable service and that the PPWCMA can be great at it. This approach has been central to the success and national reputation of the Moreton Bay Healthy Waterways Initiative. In our region, feedback from stakeholders, the media and the public on the initial editions of the "Regional Catchment Strategy Implementation Report" and the "Melbourne Environment Report" shows that these are products that people want and expect from the PPWCMA because they are valuable contributions to environmental monitoring, evaluation, reporting and accountability.

Each of these aligns with and delivers upon the legislative responsibilities of the PPWCMA. But just as importantly, they are services and outcomes that we are confident our partners and the public benefit from, that the people of the PPWCMA are passionate about, that the PPWCMA can be great at and that are a beneficial investment of public funds.

What drives our economic stability

Economic stability for the PPWCMA is achieved when:

- the services we offer and the resultant public benefits are those that Governments and other investors want to invest in; and
- they choose to invest through us because we deliver high-quality services and benefits very efficiently; we are a supplier of choice for those services.

To monitor and secure the PPWCMA's economic stability, the single economic ratio of greatest importance to our work is:

Total Revenue : Total Corporate Costs

This ratio expresses our understanding that there is a level of core 'corporate' cost involved in operating the organisation. This includes having a Board, executive management, business management, financial management and strong governance processes. These costs have to be met for us to provide services and generate public and

environmental benefits . But once met, efficiency and outcomes increase as revenue increases; more revenue can be managed, more service can be provided and more can be achieved at relatively little additional cost.

The actual results from the last few years are:

Year	2005/06	2006/07	2007/08
Total Revenue	\$6,871,548	\$6,162,096	\$7,797,902
Total Corporate Costs	\$827,528	\$868,997	\$900,100
Ratio	8.30:1	7.09:1	8.66:1

While fluctuation may occur from year to year due mainly to funding levels available from the government sector, we aim to increase this ratio over time by:

- Increasing revenue whilst keeping corporate costs relatively low. For example, this could involve increasing our revenue for grants that go to priority projects which can be delivered through the existing administration and management system without increasing staff or overhead costs.
- Increasing efficiency and thereby reducing corporate costs. For example, this may involve creating system improvements, reducing travel costs or negotiating improved rates with suppliers.

Next ...

The mission provides the frame of reference for all PPWCMA decisions. The remainder of this Corporate Plan is in line with our mission and describes what will be achieved in the year and years ahead.

3. The PPWCMA Business Plan

1.1. Business Objectives

The PPWCMA is a Victorian Government statutory authority. It is responsible under the *Catchment and Land Protection Act 1994* for:

- Preparing a Regional Catchment Strategy and coordinating and monitoring its implementation;
- Promoting cooperation in the management of land and water resources;
- Advising on regional priorities and resource allocation;
- Advising on matters relating to catchment and land protection;
- Advising on the condition of land and water resources; and
- Promoting community awareness and understanding of the importance of land and water resources, their sustainable use, conservation and rehabilitation.

The manner in which PPWCMA activities are undertaken and the level to which the activities are performed is further outlined in a Statement of Obligations issued by the Victorian Government.

1.2. Main Business Undertakings and Activities

To best fulfil its statutory and strategic functions, the PPWCMA will focus upon:

- Collaborative planning – generating widespread, purposeful collaboration to create a shared, strategic plan for the environment of the Port Phillip & Westernport region
- Community engagement – engaging key stakeholders and the broader community in environmental planning and the implementation of priority actions
- Environmental projects - leading and assisting major, priority environmental projects that have multiple stakeholders and will deliver long term public benefits
- Public reporting - reporting publicly on the implementation of environmental actions and the condition of the regional environment

The PPWCMA will also maintain its focus on efficient business management and healthy organisational culture.

Collaborative planning

The PPWCMA is committed to leading the creation of a Regional Catchment Strategy that identifies agreed goals for what most urgently needs to be done and provides defined responsibilities and accountability for these actions and progress towards their environmental targets.

The PPWCMA will achieve this by making it more attractive for the region's natural resource managers and organisations to participate in the design and implementation of the Regional Catchment Strategy than to work alone.

The PPWCMA will:

- Lead collaborative processes in the planning phase to achieve agreement amongst stakeholders on goals and priorities;
- Bring expertise to the framing of actions to ensure they are specific, measurable and have logical links to environmental targets;
- Raise the status of each participating organisation's actions by highlighting them as regional priorities in the Regional Catchment Strategy, subsequently improving the argument for resourcing of those actions;
- Secure funds for the implementation of Regional Catchment Strategy actions and direct them to the implementing organisations;
- Provide methods and documents that allow organisations to evaluate and report on progress to meet their accountability requirements and to promote their work and successes;
- Provide information and evaluation that will support continuous improvement and adaptive decision making; and
- Facilitate knowledge sharing and coordination to build capacity and optimise the effects and benefits of implementation.

Indicators of performance will be:

- | |
|--|
| <ul style="list-style-type: none">• A renewed Regional Catchment Strategy published by the end of June 2010 with:<ul style="list-style-type: none">- specific, measurable, achievable actions linked to specific, measurable, achievable targets; and- agreement from the organisations with lead roles in implementation• At least 80% of the actions in the renewed Regional Catchment Strategy implemented by the end of 2015 |
|--|

Community and stakeholder engagement

The PPWCMA is committed to engaging and supporting the community to:

- Build understanding of the importance of the natural environment;
- Enable participation in strategic planning and priority setting;
- Translate regional priorities to local actions;
- Assist community groups and sectors to implement and measure the effect of priority actions;
- Foster volunteerism;
- Foster collaboration;
- Generate community-based leadership;
- Strengthen community resilience; and
- Establish consultation and communication pathways.

Achieving meaningful relationships with the high number of key stakeholder organisations in this region is a challenge. Continued and improved engagement of the relevant government departments, water authorities, the region's 38 Councils and community groups is a substantial task but offers a major opportunity to achieve

better integrated catchment management and cooperation in works programs across the region.

The PPWCMA is addressing this challenge by:

- Engaging and assisting relevant organisations in planning the implementation of Regional Catchment Strategy actions;
- Continuing to arrange and conduct a variety of events and activities that engage key organisations and the broader community to increase shared understanding, cooperation and environmental outcomes. Events and activities include public seminars, industry forums, catchment tours, tailored presentations, multi-organisation committees and other activities that achieve ongoing dialogue and strong relationships.
- Continuing to actively support the Landcare movement and other community groups with a focus on the achievement of on-ground environmental improvements

The indicator of performance will be:

- | |
|---|
| <ul style="list-style-type: none">• Government agencies, local government, community groups and major land managers engaged, influenced and supported to attain Regional Catchment Strategy targets and improve environmental condition, with the outcomes to be reported in the PPWCMA Annual Report |
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Environmental projects

The PPWCMA is committed to leading and assisting major environmental projects that have multiple stakeholders and will deliver long term public benefits. The benefits of this work is that the projects attract public and private sector investment into environmental initiatives, improve environmental condition and generate cooperation between multiple stakeholders

To achieve long-term environmental improvement in these projects, there is a need to tap into a diversity of funding sources and secure increases in funds going to their implementation. Continued support by the Victorian and Australian Governments is essential and funding increases will be pursued. However, it will also be important to make significant gains in attracting investment from the corporate and philanthropic sectors.

The PPWCMA is addressing this challenge by:

- Leading the planning and implementation of large-scale, integrated, marketable, on-ground programs as a mechanism to involve the private sector. The projects are:
 - the *Grow West* project around Bacchus Marsh in the west of the region;
 - the *Living Links* project in the Dandenong catchment;
 - the *Yarra4Life* project in the upper Yarra catchment; and
 - the *Spirit Of The Bunyip* project in the Western Port catchment.

The main indicator of performance will be:

- | |
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| <ul style="list-style-type: none">• At least \$2 million per year secured for the planning and implementation of landscape-scale projects <i>Grow West</i>, <i>Living Links</i>, <i>Yarra4Life</i> and <i>Spirit of the Bunyip</i> |
|--|

Public reporting

Achieving community understanding of environmental condition is a component in achieving widespread behavioural change. The PPWCMA is committed to providing science-based assessment of actions being undertaken and the current condition of the environment and trends, with clear and understandable reports being used by organisations in making adaptive management decisions and for raising awareness within the broader community.

The collection of data to provide a summary of environmental health remains a challenge given that data is limited and, where it exists, is held by numerous different organisations. In addition, assessing and filtering the data to produce a credible and simply-understood report is challenging as is achieving widespread coverage and reach of the report.

The indicators of performance are:

- Release of a report each year on the progress of implementation of the Regional Catchment Strategy's actions and their likely contribution towards their environmental targets
- Preparation and release of a scientifically credible, easily-understood report each year on the condition of the natural resources in this region that delivers key messages to the community

Business Management and Culture

The PPWCMA is committed to maintaining high standards of business management, corporate governance and organisational culture.

The PPWCMA will achieve this by:

- Maintaining vigilance with all business practices;
- Ensuring the PPWCMA is professional and accountable in delivering its governance and risk management responsibilities;
- Building a corporate culture of professionalism, knowledge, leadership, inclusiveness and accountability; and
- Maintaining high levels of staff commitment and morale through a range of initiatives and activities.

Indicators of performance are:

- Increasing the ratio of Revenue : Corporate costs
- 100% compliance with all applicable components of the Financial Management Compliance Framework and the Governance Guidelines of the Victorian Government
- Reduction in carbon emissions (per employee) and carbon neutrality maintained in regard to Scope 1 and 2 carbon emissions
- High levels of staff commitment and morale in comparison to public sector organisations, measured via the annual 'People Matters' survey

1.3. Summary of Key Performance Indicators

The performance of the PPWCMA will be measured annually against the following indicators:

Collaborative planning

- A renewed Regional Catchment Strategy published by June 2010 with:
 - specific, measurable, achievable actions linked to specific, measurable, achievable targets; and
 - agreement from the organisations with lead roles in implementation
- At least 80% of the actions in the renewed Regional Catchment Strategy implemented by the end of 2015

Community engagement

- Government agencies, local government, community groups and major land managers engaged, influenced and supported to attain Regional Catchment Strategy targets and improve environmental condition, with the outcomes to be reported in the PPWCMA Annual Report

Environmental projects

- At least \$2 million per year secured for the planning and implementation of Grow West, Living Links, Yarra4Life and Spirit of the Bunyip

Public reporting

- Release of a report each year on the progress of implementation of the Regional Catchment Strategy's actions and their likely contribution towards their environmental targets
- Preparation and release of a scientifically credible, easily-understood report each year on the condition of the natural resources in this region that delivers key messages to the community

Business Management and Culture

- Increasing ratio of Revenue : Corporate costs
- 100% compliance with all applicable components of the Financial Management Compliance Framework and the Governance Guidelines of the Victorian Government
- Reduction in carbon emissions (per employee) and carbon neutrality maintained in regard to Scope 1 and 2 carbon emissions
- High levels of staff commitment and morale in comparison to public sector organisations, measured via the annual 'People Matters' survey

However, the purpose of PPWCMA activities is to directly or indirectly improve the condition of this region's environment. Therefore, the success of the PPWCMA activities will also be assessed according to whether the environmental condition of the region's rivers, wetlands, water quality, land and biodiversity is on track to meet the long-term targets outlined in the Regional Catchment Strategy. These assessments will form a key part of the annual reporting on the condition of the regional environment.

The progress against the Key Performance Indicators will be monitored and reported on at the completion of each year in the PPWCMA Annual Report.

4. Financial Statements

2.1. Revenue

The PPWCMA revenue in 2009-2010 is estimated to be in the order of \$10.25 million, comprised of around:

- ◆ \$3 million from the Victorian Government through the Department of Sustainability and Environment (DSE);
- ◆ \$3 million from the Australian Government through the “Caring for our Country” program;
- ◆ \$2 million from the Australian Government for activities to assist recovery from the 2009 bushfires; and
- ◆ \$2.25 million from other sources (interest earned plus contributions from other organisations and the private sector).

2.2. Expenditure

Some of the Government funds will be used by the PPWCMA as the basis for fulfilling statutory obligations and undertaking strategic programs. The remainder of the revenue will be channelled by the PPWCMA directly to other organisations for projects that implement actions of the Regional Catchment Strategy and address State and national priorities. These projects are generally undertaken by government agencies, local government, non-government organisations and community groups.

2.3. Accounting policies

The PPWCMA's accounting policies are prepared in accordance with the policies contained within the Financial Management Compliance Framework, which was developed under the requirements of the *Financial Management Act 1994*.

2.4. Financial reporting standards

The financial reports of the PPWCMA are prepared in accordance with the *Financial Management Act 1994*, applicable Australian Accounting Standards and International Financial Reporting Standards, Statements of Accounting Concepts and other authoritative pronouncements of the Australian Accounting Standards Board and other professional reporting requirements.

2.5. Pricing proposals

The PPWCMA does not issue permits for persons to carry out works or activities on designated waterways and does not propose to charge any fees or charges for this purpose.

2.6. Asset management

The PPWCMA does not own or manage substantial assets such as major water storage facilities, office buildings or a fleet of vehicles and machinery. There is no requirement for capital expenditure or rehabilitation expenditure plans to cater for replacement of major assets.

2.7. Financial projections for 2009-2010

The following tables are included to outline the financial projections of the PPWCMA:

- Proposed PPWCMA programs
- Statement of intended financial performance;
- Statement of cash flow;
- Assets;
- Liabilities and equity.

Proposed PPWCMA programs for 2009-10

Program	Funds carried forward (\$'000's)	Estimated 09-10 Income (\$'000's)			Estimated Expenditure (\$'000's)
		Vic. Govt	Aust. Govt.	Other	
Corporate/Statutory Operations (Board, executive management, business management and support, corporate governance, financial management, compliance, etc.)	765	1,000		250	2,010
Strategic Programs (Collaborative planning, community engagement, environmental projects, public reporting)					
- Projects by PPWCMA	340	1,000	2,000	2,000	5,340
- Projects by other organisations		1,000	3,000		4,000
Total	1,105	3,000	5,000	2,250	11,355

Statement of intended financial performance

Estimate 08-09 (\$'000's)		Estimate for 09-10 and subsequent years (\$'000's)				
		09-10	10-11	11-12	12-13	13-14
2,701	Funds carried forward	1,105	0	0	0	0
	Revenue					
212	Local - Interest - Other	250	200	200	200	200
1,751	Grants - Vic Govt	3,000	3,200	3,400	3,600	3,800
3,172	- Aust. Govt.	5,000	3,200	3,400	3,600	3,800
233	- Other	2,000	2,000	2,000	2,000	2,000
8,722	Total revenue	11,355	8,600	9,000	9,400	9,800
	Expenditure					
11	Statutory ops. - Depreciation	10	10	10	10	10
163	- Provisions	170	180	180	180	180
1,007	- Programs	1,100	1,200	1,300	1,400	1,500
6,436	Strategic programs	10,075	7,210	7,510	7,810	8,110
7,617	Total expenditure	11,355	8,600	9,000	9,400	9,800
1,105	Operating surplus (deficit)	0	0	0	0	0

Statement of cash flows

Estimate 08-09 (\$'000's)		Estimate for 09-10 and subsequent years (\$'000's)				
		09-10	10-11	11-12	12-13	13-14
	Cash receipts					
212	Local - Interest - Other	250	200	200	200	200
1,751	Grants - Vic Govt	3,000	3,200	3,400	3,600	3,800
3,172	- Aust. Govt.	5,000	3,200	3,400	3,600	3,800
233	- Other	2,000	2,000	2,000	2,000	2,000
8,722	Total cash received (1)	10,250	8,600	9,000	9,400	9,800
	Cash payments					
1,007	Statutory ops.	1,100	1,200	1,300	1,400	1,500
6,436	Strategic programs	10,075	7,210	7,510	7,810	8,110
7,443	Total cash payments (2)	11,175	8,410	8,810	9,210	9,600
1,279	Net cash changes (1)- (2)	(925)	190	190	190	200

Assets

Estimate 08-09 (\$'000's)	Assets	Estimate for 09-10 and subsequent years (\$'000's)				
		09-10	10-11	11-12	12-13	13-14
1,088	Current Cash	500	500	500	500	500
50	Investments Receivables Inventories Others	20	20	20	20	20
1,108	Total current assets	520	520	520	520	520
60	Non current Fixed assets - Gross	60	60	60	60	60
26	- less accumulated depreciation	28	30	32	34	36
44	- Net	32	30	28	26	24
	Investments Receivables Others					
44	Total non current assets	32	30	28	26	24
1,152	Total Assets	552	550	548	546	544

Liabilities and equity

Estimate 08-09 (\$'000's)	Liabilities	Estimate for 09-10 and subsequent years (\$'000's)				
		09-10	10-11	11-12	12-13	13-14
	Current					
50	Bank overdraft					
210	Borrowings	50	50	50	50	50
	Creditors and accruals					
	Provisions	220	230	240	250	260
260	Total current liabilities	270	280	290	300	310
	Non current					
90	Borrowings					
	Provisions	95	100	105	110	115
90	Total non current liabilities	95	100	105	110	115
350	Total liabilities	365	380	395	410	425
802	Equity (Total Assets less Total liabilities)	187	170	153	136	119

5. Additional Performance Indicators

In addition to the performance indicators outlined earlier, the PPWCMA is committed to delivering the following:

Governance

- Corporate Plan submitted to responsible Minister(s) by 30th April each year
- Annual Report submitted to responsible Minister(s) by 10th October each year
- Opinion received from the Auditor General Victoria that the financial statements of the Authority present fairly the financial position of the Authority
- A report of Board performance submitted to the responsible Minister(s) by 31st August each year
- All Board members participated in relevant development activities
- Authority delegations reviewed regularly
- Authority financial, social and environmental performance monitored at each Board meeting and annually
- All Authority policies readily available to all Board members
- Risk management plan reviewed annually
- Risk mitigation implemented and monitored
- Authority governance policies and procedures reviewed regularly
- Grant administration costs of 10% or less of total grant funds
- Less than one month taken to assess grant applications
- Grant funding sponsors acknowledged appropriately including all publications and merchandise to include sponsor logos
- 100% of briefings, advice and reports regarding implementation of the Regional Catchment Strategy provided to Government within required timelines
- Strategy developed, implemented and monitored to achieve reductions in energy, water, paper, transport fuel consumption, greenhouse gas emissions and waste being disposed of to landfill
- Green procurement initiatives implemented
- All new published policies and strategies include climate change and adaptation strategies

Financial management

- Financial reports tabled at each Board meeting including year-to-date comparisons and variances, in a form accepted by Board members
- Financial Management Compliance Framework assessment information submitted electronically by 30th September each year
- Assets managed according to Financial Reporting Direction

Stakeholder and community engagement

- Stakeholder and Community Engagement Plan implemented and results reported to Board annually
- Ongoing community engagement processes reviewed regularly for effectiveness and inclusiveness

Regional planning and coordination

- Implementation of the Regional Catchment Strategy monitored and reported upon at least annually
- Regional Investment Proposals provided on time and in required format each year
- Service Level Agreements completed and signed once funding is approved
- Quarterly financial reporting for funded projects provided to Department of Sustainability and Environment on time and in required format
- Funds acquitted upon completion of projects

Land Management

- Strategic coordination and support for Landcare provided at regional level
- Authority obligations regarding the development and implementation of the Regional Native Vegetation Plan performed to the level outlined in the Service Level Agreement or any contract with the Department of Sustainability and Environment and in line with funding provided
- Authority obligations regarding the development and implementation of Regional Pest Plans performed to the level outlined in the Service Level Agreement or any contract with the Department of Sustainability and Environment and in line with funding provided

Innovation and knowledge sharing

- Appropriate support provided for research and capability building in line with priorities of the Regional Catchment Strategy