



MOORE CATCHMENT COUNCIL INC

2010 BUSINESS PLAN

Adopted by resolution at 23rd July 2010 OGM

MCC Business Plan Development

The revised Business Plan has been developed from Workshop Sessions at Moore Catchment Council ordinary general meetings dated; 29th January 2010 in Moora and 19th March 2010 in Perenjori.

The 2010 Business Plan builds on the draft business plan commenced 20th September 2004 at a workshop session conducted at Waddi Farms Badgingarra. This draft document was presented to MCC 19/09/05.

The 2010 workshop sessions were facilitated by Committee Member John Braid. Draft Business Plan presented to the Moore Catchment Council – 21st May 2010 for comment.

The Business Plan was presented for endorsement at the 23rd July 2010 OGM.

Acknowledgements

This draft document has been compiled from the workshop sessions by John Braid, financial and staff detail supplied by MCC Administration and Finance Officer Helen Watkins.

Workshop participants:

29th January: Geoff Erickson, John Braid, Barry Johnson, John Longman, Reg Beale, Lawrie Short, Peter Waterhouse, Duncan Peter, Rachel Walmsley Ingrid Krockenberger, Helen Watkins

19th March: John Longman, Arthur Tonkin, Geoff Erikson, Duncan Peter, Lawrie Short, Rachel Walmsley; Lizzie King, John Braid, Reg Beale, Ingrid Krockenberger

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BUSINESS BACKGROUND

BUSINESS MISSION (EXTRACT FROM CONSTITUTION)

To work with the community and natural resource agencies to coordinate integrated land and water management actions within the Moore River Catchment such that:

Moore Catchment Council constitution is now in its 3rd edition with amendments passed by special resolution 31st August 2007

- a) The stewardship of natural resources ensures a continuing yield of economic, social and environmental benefits.
- b) There is fair and equitable access to natural resources, while sharing the cost burden associated with resource use, for both present and future generations.
- c) That economic efficiency is balanced by responsiveness to the environmental and social costs associated with the use of limited resource.

BUSINESS OBJECTIVES

BY JANUARY 2011 MCC WILL HAVE:

DEVELOPED PARTNERSHIPS WITH KEY REGIONAL STAKEHOLDERS

The objective is to establish Memorandum of Understanding (MOU's) or similar agreements with important stakeholders. Initially three (3) such Agreements will be established with NACC, Department of Agriculture and Food, and the West Midlands Natural Resource Management Group.

To assist the development of these partnerships it will be necessary to develop MCC promotional activity supported by:

- MCC marketing strategy, and
- Meet & Greet program

Desirable outcomes of this objective include:

- free-up NRMO time for community consultation
- effective promotion of MCC via a Marketing Strategy
- effective promotion of MCC and partnership development through a dedicated 'Meet & Greet' program

DEVELOPED AND PRACTICE GOOD CORPORATE GOVERNANCE

This objective requires that the MCC will operate under best practice governance.

The MCC has adopted a Governance Manual and has undertaken a program of continual development that will review and update the Manual on an ongoing schedule.

The desirable outcome will be measured by 'minuted' resolutions that demonstrate continual development of the Manual.

It is intended that this Business Plan and the Governance Manual be complimentary documents, supporting and guiding the activities of the MCC.

The Business Plan is to be reviewed against these practice targets every six months.

CONTINUE TO OPERATE WITH SOUND FINANCIAL MANAGEMENT SYSTEMS

The MCC will continue to operate sound financial management under ASS compliance accounting as set out in the Associations Act 1987.

MCC will demonstrate continuing development to sound financial management through the presentation of regular financial statements available to the Council and MCC members.

As an adjunct to this objective, MCC will aim to reduce the risk of exposure to a single revenue source by diversifying its revenue base.

To attract funding MCC will:

- Source untied funding from appropriate institutions or individuals
- Investigate all Government funding programs and develop conduits to access such funding
- Promote the endowment fund through the MCCs Environmental Fund
 - The MCC Environmental Fund requires development of funding guidelines and operational protocols

Outcomes of the Financial Management objective will be measured through:

- Level and diversity of funding attracted
- Development of three project concepts (Outlines)
- Development of Environment Fund management guidelines, and
- The overall performance will be assessed against an annual independent auditors report.

ESTABLISHED MCC AS RELEVANT IN RESOLVING REGIONAL ISSUES

This is a broad objective aimed at raising the standing of the organisation within the regional community.

To achieve this outcome it will be necessary to develop:

- Position statements (Politically independent but relevant to the Moore River Catchment)
- Lobby procedure
- Networks that will alert MCC to issues and provide discussion opportunities

Outcome indicators for this objective include:

- The number of Radio/media releases on regional issues
- The number of submissions to regional policy development (eg Water Resource Management Plans)
- The number of Position Statements posted to MCC website
- Meetings with local parliamentary members and industry leaders in the Moore Catchment

ACHIEVED SIGNIFICANT IMPROVEMENT TO THE MOORE RIVER CATCHMENT

This objective is the gist of the MCC operations and this is reflected in the co-dependent nature of activities to achieve this and other listed objectives. The principal tactic in achieving this objective will be to develop project concepts in collaboration with the needs of the catchment community, then successfully fund and implement the projects and promote the activity through project promotion/communication.

Targets to achieve this objective:

- Implement 3 projects
- Measure achievements of the projects and report (communicate) them
- Build history of MCC projects (past projects)
 - This history will also contribute to the organisation competencies that will be developed as a marketing tool for MCC.

STAFF ACHIEVED SECURITY AND CONTINUITY

The achievement of this objective will reflect the success in achieving the other nominated objectives in this Business Plan.

MCC values its staff and recognises that it is largely their conduct, skills, and experience that further the objectives of MCC.

MCC MEDIUM TERM OBJECTIVES (NEXT 5 YEARS)

MCC is recognised as a leading organisation in the provision of natural resource management services and community coordination. Further, MCC is an acknowledged contributor to the debate and resolution emerging issues.

MCC is acknowledged as operating best practice governance and sound financial management that exceeds ASS compliance regulations.

MCC has demonstrated sustainability through attracting both long and short funding through a variety sources. This is reflected in staff service security and continuity.

The MCC endowment fund (Environmental Fund) has become self-sustaining and funds have been distributed to community projects.

Through project implementation, MCC can demonstrate measureable improvement to the Moore River Catchment.

The Moore River is an iconic natural asset for Western Australia and deserves every attention in its protection.

COMPETITIVE ADVANTAGE OF MCC

MCC has a competitive advantage in the delivery of natural resource management services in the Moore River Catchment. This advantage is summarised as:

- MCC has a demonstrated record in successfully attracting funding through State and Federal Government programs such as Natural Heritage Trust, Landcare, Envirofund and currently Caring for our country.
- MCC has competent staff, highly skilled and knowledgeable with strong local connections and a demonstrated track record of dealing with integrity and in an ethical manner.
- MCC is representative of the Moore River Catchment with strong identification of catchment issues as to how they relate to a variety of communities.
- Through service orientated performance, the integrity of Council and Council staff is well established and the organisation has earned the trust of the catchment communities.
- As a Not-For-Profit organisation, MCC has Tax Deductible Status allowing it to operate an endowment fund, known as the Environment Fund, to provide untied funding to organisations within the Moore Catchment wishing to enhance the natural values of the catchment.

INDUSTRY ANALYSIS

INDUSTRY DESCRIPTION

The natural resource come environmental management industry is broad in its description and includes:

- Sustainability, addressing the triple bottom line of economical, environmental and social
- Land Management related to both primary production and conservation
- adaptation to climate change
- biodiversity management, including terrestrial, coastal & marine and water resource management

INDUSTRY TRENDS

Current economic trends affecting this industry are shrinking government funding for NRM and primary production sustainability. This is reflected in primary production enterprises becoming less viable in the current economic climate. It is noted that whilst this is the current situation it is known to be cyclic in nature.

This current situation does offer opportunity for investment and the challenge is to realise that opportunity.

CONSUMER/CLIENT TRENDS

Land managers, and particularly farmers, are allocating less \$'s to NRM, whereas natural resource projects (mining) are expanding their operations.

This is reflected in record debt levels in the primary production industry highlighted by the increase in the number of farm clearing sales.

Conversely, conservation groups with town and community groups have maintained interest and have increased pressure on primary production best practice to influence farmer groups and the primary producer in general. Counter balancing this is the perception that primary production is becoming more corporatised with the perception of less individual involvement and therefore less accountability.

This is recognised as an opportunity to push for good corporate citizenship.

The NRM industry has many facets, and they do not always move in unison. Opportunities can be realised by positioning the organisation to take advantage of the variable ups and downs.

OPPORTUNITIES THAT EXISTS FOR MCC IN THE CURRENT CLIMATE

It is recognised that there is a positive opportunity for MCC to build on best practice implementation and position itself as a reliable and respected service provider.

The sort of positives the MCC is positioned to take advantage of includes:

- Diversification of service delivery
- Promotion of the region to the wider community (and thus reducing the them/us divide)
- Creating increased awareness of practice benefits
- Promoting NRM in Schools
- Informing the community on NRM issues

To counterbalance the positive aspects of the current industry trend is a need for MCC to be aware of potential challenges that face effective delivery of services.

The priority challenges have been identified as:

- Perception that there has been a loss of educational facility
- Lack of water
- Change management, resistance to change
- Difficulty in accessing \$'s
- The them/us divide, who gets the benefit.

THE BUSINESS – INTRODUCTION

BUSINESS DETAILS:

TRADING NAME: MOORE CATCHMENT COUNCIL INC

CONTACT DETAILS

19 Dandaragan St, Moora

P.O Box 337

Moora WA 6510

Ph: (08) 9653 1355

Fax: (08) 9653 1366

BUSINESS STRUCTURE

Moore Catchment Council Inc is an incorporated body under the Associations Incorporation Act 1987.

Members of Council are appointed from represented Local Government bodies and the respective community representatives. The Shires represented are Gingin, Dandaragan, Victoria Plains, Moora, Dalwallinu, Coorow, Perenjori and Carnamah.

Office bearers of the Association are elected at the Annual General Meeting. The Office bearers are: Chairman, Vice Chairman, Treasurer, and Secretary.

Day-to-day operations are managed by an Administration/Finance Officer and directed by the Executive Committee (EC).

Staff matters are managed through the Human Resources Sub-Committee (HRC). The HRC consists of the EC and staff (including project officers), members with technical expertise may be seconded to the HRC as needs demand.

Matters for consideration are directed through the Constitution Version 3 - 31.08.07 lodged with Department of Commerce.

MCC has Not-For-Profit tax status allowing the organisation to establish bank accounts and accept tax deductible donations to its Environment Fund.



MCC Business Plan

Operations of MCC are further guided by the MCC Governance Manual and this document, the MCC Business Plan.

TYPE OF BUSINESS

MCC is a Not-For-Profit provider of natural resource management and associated services.

BUSINESS ADVISORS

Accountancy: Dwayne Woollorton ANIA – North Midlands Accounting Service, 21 MacPherson Street, Carnamah 6517

Legal Advisor: Bradley & Bailey Barristers & Solicitors, 5th Floor, 524 Hay Street, Perth WA

Banker: Westpac Banking Corporation, 16 Dandaragan Street, Moora

Insurance Broker: Oracle Group (Australia) Pty Ltd Authorised Representative of National Adviser Services Pty Ltd ABN 60 096 916 184 Australian Financial Services Licence No. 233750

REGULATIONS

MCC is registered as a business through WA Associations Incorporation Act 1987 (Section 9(1)). The Moore Catchment Council (INC) registration number is A1008951Z with the 6th day of June 2000 the date of registration.

MCC is also on the national register of businesses: ABN: 13 033 232 342.

MCC also has a Certificate of Entry entitlement under the Income Tax Assessment Act 1997 item 6.1.1 of subsection 30-55(1) to received tax deductible donations through its' public fund, the Moore Catchment Environmental Fund. The Register of Environmental Organisations was done through the Department of the Environment, Water, Heritage and the Arts and reporting to:

- Administrator Register of Environmental Organisations; Department of the Environment, Water, Heritage and the Arts: GPO Box 787, CANBERRA ACT 2601.

MCC Staff salaries are paid in accordance with the new Fair Work Australia general award. MCC staff are expected to act in accordance with the MCC Governance Manual.

CURRENT BUSINESS PERFORMANCE (2009)

REVENUE:	\$606,989.00
GROSS PROFIT:	(\$281,769.00)
NET PROFIT:	(\$281,769.00) ¹

PREMISES

Head Office is known as Moora Commercial Centre and is situated in the office block at Unit 1/19 Dandaragan Street, Moora.

LEASE

Two year lease being negotiated with new owner, Western Dec Pty Ltd, through their agent, Harcourts Central Midlands Real Estate.

Currently, lease is paid monthly with new contract to take effect 1st July 2010.

CURRENT STRENGTHS

The building is ideally located at the main cross roads of entry to Moora and in close proximity to commercial venues essential to conduct MCC business.

CURRENT WEAKNESSES

The new owners are in the process of attending to general maintenance and negotiating new lease arrangements. The owners have indicated their desire to retain MCC as a long term tenant.

FUTURE PLANS FOR THE AREA

The area is zoned commercial and is the town centre. Moora Shire has no plans to rezone the area.

¹ MCC had an operating profit of \$592,471 for the 2008 year, the majority of which was project funds.

PERSONNEL STRATEGY

PERSONNEL REQUIREMENTS

MCC will endeavour to maintain current positions of:

- Executive Officer
- Two NRMOs

In addition investigate opportunities to engage:

- Landcare Facilitator
- Extension Officer

JOB DESCRIPTIONS

MCC will annually review JDFs and maintain copies in the MCC Document Records system.

INSURANCE

Refer to Governance Manual for details on insurances. Areas covered

- Workers Compensation Cover
- Public Liability Insurance
- Building, asset and contents

NOTE

All contractors are required to present certificates of currency for Public Liability, Professional Indemnity (if appropriate), Work Cover and be responsible for their property and equipment.

That is, MCC will not be liable for any damage or losses suffered by contractor.

PERSONNEL DETAILS

INGRID KROCKENBERGER

Ingrid is has been a member of the Moora Catchment Council since 2008 as a Natural Resource Management officer and is enjoying the change in lifestyle offered by living and working in Moora, and can envisage a long-term future with the Moora catchment community.

PREVIOUS POSITIONS HELD

Twelve years experience in research and tertiary instruction at WAs Murdoch University

COURSES ATTENDED

B.Sc (Hons)

MAIN SKILLS BROUGHT TO THE BUSINESS

Broad based environmental management knowledge with specialised skills in ecological restoration works based in research on mine rehabilitation, mine-pit revegetation and soil amendment for revegetating mine tailings. Research in tree water relations in plantation forestry is particularly relevant to agro-forestry issues.

Tertiary tutorial experience in water and earth science, land management, environmental management, management of aquatic systems, and environmental restoration provides excellent communication and training skills for community capacity building.

RACHEL WALMSLEY

Rachel joined the Moore Catchment Council in 2008 as a Natural Resource Management officer

Previous Positions held

As the Environmental Control Advisor for Biffa Waste Services in UK from 2002 to 2007, Rachel was responsible for implementing and maintaining all environmental control systems on a sixty hectare landfill site.

Courses Attended

Rachel's primary qualification is a BSc (Hons) Earth Science, Plymouth University UK – 1996-1999, with a Certificate of Technical Competence LH4 (Managing Landfill Hazardous Waste) 2003-2004, an IOSH (Managing Safely) Certificate 2007, a Landscape Management (Altered Landscapes) Certificate 2008, and a Project Management Certificate 2009

Main Skills brought to the business

Rachel has effective communication skills in providing funding information to farmers and community who want to pursue natural resource management projects. In addition, Rachel has education skills that empower catchment residents to assimilate information delivered through events and workshops.

Rachel has developed a considerable empathy with the regional members of the community through the delivering of the on-ground incentive programme for the regional NRM body. Development of the relationship has led to administrative support for the Moora-Miling Pasture Improvement Group.

HELEN WATKINS

Helen is a long term resident of the district and as the Administrative and Finance Officer represents Moore Catchment Council's front office.

Previous Positions held

Helen has worked as a Project Officer and Administration & Finance Officer in Natural Resource Management and Landcare for Shire of Dandaragan LCDC and West Midlands Natural Resource Group.

Courses Attended

Accredited Certificates in: Accounting, Computing, Facilitation, Advanced Excel, Governance (Local Government), and OH & S.

Main Skills brought to the business

As a previous broad acre farmer and rural contractor, Helen has strong empathy with primary produces and a sound business operations background. This is supported with 18 years work experience in the district as a Project Officer and Administrative and Finance Officer in Landcare and natural resource management fields.

MARKETING STRATEGY

MCC core business is in the NRM/Environmental Management industry and as the only dedicated NRM service provider in the Moore River Catchment it is ideally positioned to deliver services for that industry.

Through the employment of dedicated Natural Resource Management Officers (NRMOs) MCC seeks funding to provide:

- NRM education
- Sustainable agricultural practices
- Conservation of biodiversity assets within the Moore River Catchment
- Opportunity to engage with local government within the catchment to promote greater involvement in NRM eg
 - promoting alternative waste treatment
 - change management – ie practices no longer acceptable

COMPARATIVE EVALUATION

MCC does not have direct competitors in the delivery of NRM in the Moore Catchment although Government Agency's can compete for similar funding.

Due to its competitive position, MCC is able to work in collaboration with grower groups and organisations to deliver services. This is particularly the case with NACC activity.

For example;

- MCC is a provider for NACCs Caring for our Country outcomes
- the Department of Agriculture and Food (DAFWA) Extension program for small landholders provides an opportunity for MCC to have local ownership and opportunity to become a DAFWA service provider

MCC TARGET MARKET

MCC identifies a broad spectrum market including primary producers, Industry, conservation and the general community. This can vary from primary school children, farming families, community service groups and Senior Officers of Government Agencies.

The demand for MCC services can come from:

- Grower groups wishing to access incentive programs
- Community groups working on bush reserves



MCC Business Plan

- Education facilities seeking resources to expand on curriculum
- Government Agency seeking community partnership

MCC considers that the provision of services is targeted at regional delivery level, principally the Moore River Catchment.

MARKET BARRIERS

The broad spectrum target market also represents difficulty in the dilution of services and resources across the spectrum.

The target market will require continual review to ensure effective delivery. This will occur at the annual review of the business plan.

Currently MCC does not have protection through trademark registration of logos and other IP/ copyright. The investigation of trademark protection is a priority.

Similarly, MCC needs to urgently develop an organisational CV (List of Competencies) as its primary document in developing partnership agreements.

MARKETING STRATEGIES

MCC will create an awareness of the services provided through:

- Quarterly newsletter in hard copy and electronic, posted on website
- Newspaper, media releases one per month
- Develop distribution list based upon membership and affiliates
- Piggy back on existing distribution networks (target five hits per year)
 - Community newsletters
- MCC Web Page
 - Monthly updates
 - Develop a Facebook (type) forum
- Radio/TV exposure for bigger stories : aim for two interviews per year
- MCC Meet & Greet events schedule every two months
 - Develop promotional material for hand outs and displays
 - Exhibition Booth at various shows/field days (three per year)
 - Develop Schools Program
 - Promote programs eg “best garden”, essay/poster on environmental issue, ‘junk’ sculpture.
- Develop MCC History book on completed projects
 - Key to developing an “Organisation Competency” document.

FINANCE STRATEGY

TRADING AND PROFIT AND LOSS STATEMENT

This statement is an abridged version derived from the Financial Statements contained in the 2008-2009 Annual report. (only components over \$15K are itemised)

	2009	2008
	\$	\$
Income		
Grants received	515,109	1,226,946
Interest received	20,871	32,800
Seedling Sales	15,660	8,992
Project Management Income	47,868	65,776
Various	7481	14776
	606,989	1,349,290
Expenses		
Grant Funding Returned	119,344	79,828
Contract Wages	18,013	23,207
Vehicle Expenses	53375	41094
Project Management Expenses	50,321	65912
Consultants & Contractors	57,899	34,322
Fencing Materials	20,689	43,784
Seeds & Seedlings	282,220	199,836
Superannuation	15,515	15,669
Wages	181,814	198,688
	888,758	756,819
Profit (Loss) from ordinary Activities before Income Tax	(281,769)	592,471

BALANCE SHEET

This statement is an abridged version derived from the Financial Statements contained in the 2008-2009 Annual report.

	2009	2008
	\$	\$
Current Assets		
Cash	375,440	457,963
Assets		
Receivables	59,337	1,027,348
Total Current Assets	434,778	1,485,311
Current Liabilities		
Trade creditors	63,667	18,852
Current Tax Liabilities	15,964	(2,232)
Total Current Liabilities	79,631	16,620
Net Assets	355,147	1,468,691
Total Equity	355,147	1,468,691

CASH FLOW FORECAST

MCC revenue is directly linked to externally funded projects with project payment schedules typically designed to meet Cash Flow demand.