

PARLIAMENT OF VICTORIA

Public Accounts and Estimates Committee



2019-20

**Financial and Performance Outcomes
General Questionnaire**

Goulburn-Murray Rural Water Corporation

Contents

Contents	i
Introduction – Financial and Performance Outcomes Questionnaire	1
Section A: Output variances and program outcomes	2
Section B: Asset investment	5
Section C: Revenue and appropriations	10
Section D: Expenses	15
Section E: Overall financial performance	23
Section F: Public sector workforce	24
Section G: Government decisions impacting on the finances	28
Section H: General	30
Section I: Implementation of previous recommendations	36
Section J: Department of Treasury and Finance only	37
Section K: Treasury Corporation of Victoria only	39

Introduction – Financial and Performance Outcomes Questionnaire

The Committee's inquiry into the 2019-20 Financial and Performance Outcomes examines:

- the Government's actual expenditure and revenue compared to the budgeted expenditure and revenue
- the actual performance outcomes against the targeted performance outcomes at a departmental/agency level.

The inquiry aims to benefit the Parliament and the community by:

- promoting the accountability, transparency and integrity of the executive and the public sector
- encouraging the effective and efficient delivery of public services and assets.

This questionnaire seeks information on the departmental/agency financials for the 2019-20 financial year, what was achieved during those years and how that compares to expectations.

Timeline and format

Responses to this questionnaire are due by **5.00pm on Monday 1 February 2021**.

Please email the completed questionnaire (in word and pdf) to paec@parliament.vic.gov.au

Please also email a signed copy.

Consistency with the budget papers

Wherever referring to an initiative/program/project that is referred to in the budget papers, please use the same name as is used in the budget papers. This ensures that the Committee can correlate the information provided by the department with the information in the budget papers.

Basis of consolidation

For departments, please use the same basis of consolidation as was used in the budget papers and in the budget portfolio outcomes statement in the department's annual report.

Guidance

Please contact the secretariat should you require guidance in relation to any questions:

Janithri Wickramaratne, Lead Analyst Ph 8682 2996

Igor Dosen, Analyst Ph 8682 2788

Charlotte Lever, Analyst Ph 8682 2872

Section A: Output variances and program outcomes

Question 1 (all departments) Completed output initiatives from past budgets

- a) For all initiatives that were completed in 2019-20, please provide details of the outcomes achieved in the community and the outcomes actually achieved to date. Please use initiatives names as specified in *Budget Paper No.3: Service Delivery* and link the initiative to the responsible output(s) and portfolio(s).

Not applicable.

Question 2 (all departments) Program outcomes

Outcomes reflect the impact on the community of the goods and services provided by a department. The questions in this section all relate to the outcomes that the department contributed to in 2019-20.

Not applicable.

Question 3 (all departments) Treasurer’s advances and other budget supplementation

- a) Please identify all output(s) and portfolio(s) (and relate them to departmental programs) for which the department received additional funding after the initial Budget in 2019-20.

For each output, please quantify the additional funding, indicate the source of the additional funding (e.g. Treasurer’s Advance, unused prior years appropriations under s32 of the *Financial Management Act 1994* (Vic), supplementation through a Temporary Advance under section 35 of the FMA, or any possible sources of funding as listed in the Resource Management Framework, section 4, pg. 58) and explain why additional funding was required after funding was allocated in the Budget.

Not applicable.

Section B: Asset investment

Question 4 (all departments) Capital expenditure variances, completion date and scope changes – existing projects

Please provide details of all capital asset programs where:

- there was a variance between TEI at announcement compared to the revised TEI in the 2019-20 Budget of equal to or greater than $\pm 5\%$ or \$50 million and an explanation for the variance
- the estimated completion date at announcement is different to the completion date in the 2019-20 Budget and an explanation for the change
- the scope of the project at announcement is different to the scope of the project as it is presented in the 2019-20 Budget.

Capital expenditure

Project	Output(s) and portfolio(s) and/or agency responsible for the project	Total actual expenditure spent from announcement to 30 June 2020 (\$ million)	TEI at announcement (\$ million)	Revised TEI 2019-20 Budget (\$ million)	Variance between TEI at announcement compared to Revised TEI in 2019-20 Budget ($\pm 5\%$ or \$50 million) explanation
Not applicable					

Completion date

Project	Output(s) and portfolio(s) and/or agency responsible for the project	Estimated completion date at announcement	Revised completion date 2019-20 Budget	Explanation
Connections Project	Goulburn-Murray Rural Water Corporation	31/10/2020	30/06/2021	Major project works were completed and milestones achieved by the 31/10/2020. This is then followed by a 12 month defect liability period to close out the project and ancillary works.

Scope

Project	Output(s) and portfolio(s) and/or agency responsible for the project	Scope at announcement	Details of scope change(s) and date(s) scope changes occurred
Not applicable			

Question 5 (all departments) Details of actual capital expenditure – completed projects (or expected to be completed)

Please provide the following details about asset investment projects that were completed in 2019-20:

- a) Project name, project objectives and Department(s), Output(s) and Portfolio(s) and/or Agency/Agencies responsible for delivery of the project
- b) Total Estimated Investment (TEI) at announcement
- c) Actual cost of project
- d) Estimated completion date at announcement
- e) Actual completion date
- f) Explanations for any variance in capital expenditure and/or completion date.

Project	Original project objectives	Responsible Department(s), Output(s) and Portfolio(s) and/or Agency/Agencies	TEI at announcement (\$ million)	Actual cost of project (\$ million)	Estimated completion date at announcement	Actual completed date	Variance explanation (\$ value variance and/or time variance)
Not applicable							

Question 6 (all departments) High-value high-risk projects, gateway reviews and business cases

Under the High Value High Risk (HVHR) Framework, a project will be classified as HVHR if it is a budget funded project that has a Total Estimated Investment (TEI) of over \$250 million. HVHR projects are subject to compulsory Gateway reviews, where Gates 1 through 6 are compulsory for all eligible projects: Gate 2 outlines the development of a business case.

Please list all projects included in the 2019-20 budget papers that were allocated to the department and were classified as HVHR and project objectives. Please also specify which gateway reviews, if any, were completed during 2019-20 and business case details for each project. Please use project names as specified in *Budget Paper No.4: State Capital Program*.

Not applicable.

Question 7 (all departments) Public Private Partnership (PPP) expenditure – existing and completed

Please provide the following information related to the department's PPP projects:

- a) The total estimated PPP investment value, the total actual expenditure from announcement to 30 June 2020, or the actual cost spent to 30 June 2020 (actual cost spent in the respective financial year) and the benefits of using the PPP financing model when delivering/funding a project over other financing methods.
- b) Where the estimated completion date at announcement is different to the completion date in the 2019-20 Budget and an explanation for any variance.
- c) Where the scope of the PPP at announcement is different to the scope of the project as it is presented in the 2019-20 Budget.

Not applicable.

Section C: Revenue and appropriations

Question 8 (all departments and entities) Revenue – variances from previous year

Please explain any changes equal to or greater than $\pm 10\%$ or \$100 million between the actual result for 2018-19 and 2019-20 for each revenue category detailed in your operating statement. Please also indicate what any additional revenue was used for or how any reduced amounts of revenue affected service delivery and then link it to the relevant output and portfolio.

Please also detail the outcomes in the community¹ achieved by any additional expenses or the impact on the community of reduced expenses (if there was no impact, please explain how that was achieved).

For departments, please provide data consolidated on the same basis as the budget portfolios outcomes statement in your annual reports.

If there were no revenue/income categories for the department/agency for which the 2019-20 expenditure changed from the prior year's expenditure by more than $\pm 10\%$ or \$100 million, you do not need to answer this question. If this is the case, please indicate 'no relevant line items' in the table(s) below.

Revenue category	2018-19 actual (\$ million)	2019-20 actual (\$ million)	Explanations for changes $\pm 10\%$ or \$100 million	How the additional revenue was used/the impact of reduced revenue. If no impact, how was this achieved	Relevant output(s) and portfolio(s)
Revenue from service and usage charges	120.392	119.039	Not applicable.	Not applicable.	Not applicable.
Government grants	4.141	9.390	Government grants fluctuate year on year depending on the works undertaken. In 2019-20, more funding was received.	<ol style="list-style-type: none"> 1. More grants received resulted in more salinity works undertaken as a result of a new service level agreement with the Goulburn Broken Catchment Management Authority. 2. Other Government Grants revenue increased by \$3.7m in 2019-20 mainly due to contributions from DELWP for 	Not applicable.

¹That is, the impact of service delivery on the community rather than a description of the services delivered.

				<p>transformation (\$1.0m), Shepparton losses (\$0.4m) and Lake Eppalock Randells Cove Recreation Areas (\$0.3m).</p> <p>3. Other significant grant funding increases include: Yarrawonga Foreshore project from Moira Shire (\$1.2m) and North Central CMA for Koondrook Weir fish ladder (\$0.4m).</p>	
Connections funding	83.273	115.258	Connections funding is received in line with agreed milestones and required expenditure.	The additional revenue was used for higher levels of on-farm works.	Not applicable.
Contracting services	15.163	16.447	Not applicable.	Not applicable.	Not applicable.
Other income	19.510	9.271	<p>Other income is an amalgamation of a number of favourable and unfavourable variances. This includes:</p> <ul style="list-style-type: none"> • Power generation – lower than prior year decreasing revenues generated due to reduction in flow of water; • Termination fees – lower than prior year. These fees are ad hoc and charged when 	Decrease to revenue and profit in comparison to prior year.	Not applicable.

			<p>customers terminate delivery shares. This is customer dependent and is therefore not consistent year on year;</p> <ul style="list-style-type: none">• Fees for service – slightly lower than prior year. Similar to termination fees, these are ad hoc and charged when customers require GMW to perform certain specified services. This is customer dependent and is therefore not consistent year on year;• Sale of water shares and water allocations are dependent on customers and in 2019-20, resulted in lower revenue;• Other revenue is lower than prior year due to Connections sale of temporary water		
--	--	--	---	--	--

			was \$0 for the year.		
--	--	--	-----------------------	--	--

Question 9 (all departments and entities) Revenue – variances from budget to actual

Please explain any variances equal to or greater than $\pm 10\%$ or \$100 million between the initial budget estimate (not the revised estimate) and the actual result for 2019-20 for each revenue category detailed in your operating statement. Please also indicate what any additional revenue was used for or how any reduced amounts of revenue affected service delivery and then link it to the relevant output and portfolio.

For departments, please provide data consolidated on the same basis as the budget portfolios outcomes statement in your annual reports.

Revenue category	2019-20 Budget estimate (\$ million)	2019-20 actual (\$ million)	Explanations for changes $\pm 10\%$ or \$100 million	How the additional revenue was used/the impact of reduced revenue. If no impact, explain why	Relevant output(s) and portfolio(s)
Revenue from service and usage charges	121.297	119.039	Not applicable.	Not applicable.	Not applicable.
Government grants	0.360	9.390	Government grants fluctuate year on year depending on works undertaken. Additional grants were received for salinity works.	The revenue enabled additional salinity works to be undertaken.	Not applicable.
Connections funding	66.882	115.258	The amount of Connections Project revenue is based on the reset delivery plan for the project.	Connections Project funding is received in line with expenditure. Higher revenue meant more on farm works were undertaken.	Not applicable.
Contracting services	17.666	16.447	Not applicable.	Not applicable.	Not applicable.
Other income	9.554	9.271	Not applicable.	Not applicable.	Not applicable.

Section D: Expenses

Question 10 (all departments and entities) Expenses changed from previous year

Please explain any changes equal to or greater than $\pm 10\%$ or \$100 million with regards to the actual result for 2018-19 and 2019-20 for each category of expenses detailed in your operating statement. Please explain any changes equal to or greater than $\pm 10\%$ or \$100 million with regards the actual result for 2019-20 and the initial budget estimate (not the revised budget). Please also detail the outcomes in the community² achieved by any additional expenses or the impact on the community of reduced expenses (if there was no impact, please explain how that was achieved).

For departments, please provide data consolidated on the same basis as the budget portfolios outcomes statement in your annual reports.

Expenses category	2018-19 Actual \$ million	2019-20 Actual \$ million	Explanations for variances $\pm 10\%$ or \$100 million	Outcomes achieved by additional expenses/impact of reduced expenses. If no impact, how was this achieved
Operations, maintenance and administration expense Water Storage & Delivery	55.518	49.957	<p>2019-20 expenditure was lower than 2018-19 due to a lower contribution to DELWP for the running of Murray Darling Basin Authority totalling \$3m.</p> <p>Operations, maintenance and administration costs were also reduced due to: \$2.7m relating to lease payments under the introduced accounting standard AASB16. The lease payments are now expensed through depreciation and interest.</p>	The decrease in expenditure in 2019-20 has a corresponding reduction in revenue which is impacted through the 2021 price submission.
Connections Project costs	70.647	95.131	Variance in the Connections Project expenditure is due to the re-phasing of Connections Project delivery of Customer owned assets.	Connections expenditure is driven by Connections funding received.

²That is, the impact of service delivery on the community rather than a description of the services delivered.

Employee expenses	75.721	77.573	Not applicable.	Not applicable.
Depreciation and amortisation	100.425	103.198	Not applicable.	Not applicable.
Environmental contribution	2.793	2.793	Not applicable.	Not applicable.
Interest expense	6.931	7.134	Not applicable.	Not applicable.
Loss on disposal	26.722	17.105	Asset disposals are primarily due to Connections Project activity in rationalising gravity irrigation system assets.	Lower loss on disposal of assets as Connections Project activity begins to reduce as project comes to an end. Fewer asset disposal in comparison to previous years as the project has delivered milestones and disposed of more assets in 2018-19.

Expenses category	2019-20 Budget \$ million	2019-20 Actual \$ million	Explanations for variances ±10% or \$100 million	Outcomes achieved by additional expenses/impact of reduced expenses. If no impact, how was this achieved
Operations, maintenance and administration expense Water Storage & Delivery	50.969	49.957	Maintenance expenditure was reduced as GMW reviewed the maintenance across its irrigation network and reduced the scope of some of the works in a channel by channel review reducing plant hire and materials costs	Not applicable.
Connections Project costs	75.232	95.131	Variance in the Connections Project expenditure is due to the re-set of Connections Project delivery of assets.	Connections expenditure is driven by Connections funding received. Higher funding received than budgeted meant more on farm works were undertaken.
Employee expenses	74.666	77.573	Transformation expenses for GMW relate to an increase in early retirement package costs	Not applicable.
Depreciation and amortisation	105.617	103.198	Not applicable.	Not applicable.

Goulburn-Murray Rural Water

Environmental contribution	2.793	2.793	Not applicable.	Not applicable.
Interest expense	7.068	7.134	Not applicable.	Not applicable.
Loss on disposal	40.060	17.105	Asset disposals are primarily due to Connections Project activity in rationalising gravity irrigation system assets.	Fewer assets were disposed of as a result of Connections project moving to completion.

Question 11 Expenses/interventions related to COVID-19 pandemic response

For the year 2019-20, please outline the programs and/or initiatives that were announced as part of the Victorian Government’s response to the COVID-19 pandemic in the order of the highest amount allocated.

Please indicate if the department made use of emergency advances and retroactive funding approvals.

Please note whether there are identified performance measures in the budget papers related to the announced programs. If not, please explain where progress is being reported.

Not applicable.

Question 12 (all departments and entities) Changes to service delivery from savings initiatives

For each of the savings initiatives detailed in the 2016-17 Budget, 2017-18 Budget, 2018-19 Budget, and 2019-20 Budget, please provide the following details of the impact on service delivery:

- a) Savings target in the 2016-17, 2017-18, 2018-19 and 2019-20 Budgets and the amount of the savings target allocated to the department/entity
- b) Actual savings achieved in 2016-17, 2017-18, 2018-19 and 2019-20 and the actions taken to achieve the savings target allocated and their impact, including the link to the relevant output and portfolio impacted.

Not applicable.

Question 13 (all departments) Achievement of reprioritisation of existing resources

The 2019-20 Budget includes targets for 'reprioritisation and revenue offsets' to fund new initiatives (2019-20 Budget Paper No.2, p.57). This is in addition to any savings or efficiencies resulting from expenditure reduction measures. For the department (including all controlled entities),³ please indicate:

- a) what areas of expenditure (including projects and programs if appropriate) the funding was reprioritised from (i.e. what the funding was initially provided for)
- b) what areas of expenditure were the funds actually spent on
- c) for each area of expenditure (or project or program), how much funding was reprioritised in each year
- d) the impact of the reprioritisation (in terms of service delivery) on those areas.

Not applicable.

³ That is, please provide this information for the Department on the same basis of consolidation as is used in the budget papers.

Question 14 (all departments) Contractors, Consultants and Labour Hire Arrangements

Please indicate how much the department spent on contractors, consultants and labour hire arrangements during 2017-18, 2018-19 and 2019-20. Labour hire arrangements include the cost of engaging the labour recruiting firm, plus additional costs paid to the labour recruiting firm for the provision of the services of the contractor. Please also explain variances equal to or greater than $\pm 10\%$ between years and list the business areas impacted and how.

2017-18 Actual Millions	2018-19 Actual Millions	2019-20 Actual Millions	Explanation for variances (year on year) $\pm 10\%$	Which business areas were impacted/benefitted and how?	Please link your response to relevant output(s) and portfolio(s)
Contractors: 46.869	Contractors: 42.731	Contractors: 38.279	2017-18:2018-19 - Not applicable 2018-19:2019-20 - 10%	Irrigation - nil benefit of impact as if expenses are reduced, there is a corresponding reduction in revenue.	Not publicly available.
Consultants: 5.531	Consultants: 1.494	Consultants: 1.057	2017-18:2018-19 – 73% 2018-19:2019-20 – 29%	Irrigation - nil benefit of impact as if expenses are reduced, there is a corresponding reduction in revenue.	Not publicly available.
Labour Hire Arrangements: 1.689	Labour Hire Arrangements: 0.869	Labour Hire Arrangements: 0.908	2017-18:2018-19 – 49% 2018-19:2019-20 – Not applicable	Irrigation - nil benefit of impact as if expenses are reduced, there is a corresponding reduction in revenue.	Not publicly available.

Question 15 (PNFC and PFC entities only) Dividends and other amounts paid to the general government sector

Please detail the type and value of dividends, amounts equivalent to dividends, non-dividend grants, and capital repatriations paid by your agency to the general government sector in 2019-20, explaining the reasons for any significant changes over that period and the impact of any changes on the entity.

Please provide the economic funding ratio or accounting funding ratio as applicable at 30 June 2020. Please provide details of the methodology used for the ratio calculation.

Not applicable.

Section E: Overall financial performance

Question 16 (all departments) Impact of COVID-19 on financial performance – 2019-20

Please outline and quantify, where possible, the impacts of the COVID-19 pandemic on the department/agency's financial performance.

Line item in the Comprehensive operating statement for the financial year ended 30 June 2020	Budget 2019-20 Million \$	Actual 2019-20 Million \$	Explanation of the impact caused by COVID-19 pandemic
Total revenue and income from transactions	215.759	269.406	Revenue was impacted by rent relief given to customers for rental leases. This had \$0.5m impact in 2019-20
Total expenses from transactions	356.405	352.890	Not applicable
Net result from transactions (net operating balance)	(140.646)	(83.485)	Not applicable

Section F: Public sector workforce

Question 17 (all departments and entities) Full Time Equivalent (FTE) staff by level and category

Please fully complete the table below, providing actual FTE staff numbers at 30 June 2018, at 30 June 2019 and 30 June 2020 (broken down by the categories listed below) for the department. Please include specific categories as relevant to the department/entity and where relevant, provide a description of what categories constitute 'other'. Please provide figures consolidated on the same basis as the expenditure for the department in the budget papers and detail which, if any, entities are included in the FTE numbers provided.

Category	30 June 2018 Actual FTE number	30 June 2019 Actual FTE number	30 June 2020 Actual FTE number
Secretary			
EO-1			
EO-2			
EO-3			
VPS Grade 7 (STS)			
VPS Grade 6			
VPS Grade 5			
VPS Grade 4			
VPS Grade 3			
VPS Grade 2			
VPS Grade 1			
Government Teaching Service			
Health services			
Police			
Nurses/Midwives			
Allied health professionals			
Child protection			
Disability development and support			
*Youth custodial officers			
*Custodial officers			
**Other	688.7	627.9	534.4
Total	688.7	627.9	534.4

***Please provide a breakdown for Youth custodial and Custodial officers by level (for example, YW1, YW2, YW3, YW4, YW5 and YW6).**

****Other includes:**

Numbers include FTE for the following entities:

Goulburn-Murray Rural Water Corporation

Question 18 (all departments and entities) Salary by employment category

In the table below, please detail the salary costs for 2017-18, 2018-19 and 2019-20, broken down by ongoing, fixed-term and casual, and explain any variances equal to or greater than $\pm 10\%$ or \$100 million between the years for each category.

Employment category	Gross salary 2017-18 (\$ million)	Gross salary 2018-19 (\$ million)	Gross salary 2019-20 (\$ million)	Explanation for any year-on-year variances $\pm 10\%$ or \$100 million
Ongoing	56.0	56.3	51.7	GMW Water Storage & Delivery staff number reduction due to transformation
Fixed-term	15.1	12.4	11.0	Connection Project staff are all Fixed term as the project draw to a conclusion the number of staff have decreased year on year
Casual	0.6	0.5	0.6	Casuals are hired due to seasonal requirements.
Total	71.6	69.3	63.3	

The amounts quoted above are salary only and do not include employee entitlements or on-costs

Question 19 (all departments and entities) Executive salary increases

Please detail the number of executives who received increases in their base remuneration in 2019-20, breaking that information down according to what proportion of their salary the increase was, and explaining the reasons for executives' salaries increasing in each bracket.

Increase in base remuneration	Number of executives receiving increases in their base rate of remuneration of this amount in 2019-20, apart from increases outlined in employment agreements			Reasons for these increases
	Female	Male	Self-described	
0-3%				Not applicable
3-5%				
5-10%				
10-15%				
greater than 15%				

Executives only received pay increases in line with Government Sector Executive Remuneration Panel increases.

Section G: Government decisions impacting on the finances

Question 20 (all departments and entities) Commonwealth Government decisions

Please identify any Commonwealth Government decisions during 2019-20 which had not been anticipated/not been concluded before the finalisation of the State budget in 2019-20 and their impact(s) on the department's/entity's finances or activities during those years (including new funding agreements, discontinued agreements and changes to funding levels). Please quantify the impact on income and expenses where possible.

Commonwealth Government decision	Impact(s) in 2019-20	
	on income (\$ million)	on expenses (\$ million)
Not applicable		

Question 21 (all departments and entities) Commonwealth and National Cabinet decisions

Please identify any Commonwealth and National Cabinet decisions during 2019-20 which had not been anticipated/not been concluded before the finalisation of the State Budget in 2019-20 and their impact(s) on the department's/entity's finances or activities during those years (including new funding agreements, discontinued agreements and changes to agreements). Please quantify the impact on income and expenses where possible.

Commonwealth Government decision	Impact in 2019-20	
	on income (\$ million)	on expenses (\$ million)
Not applicable		

National Cabinet decision	Impact in 2019-20	
	on income (\$ million)	on expenses (\$ million)
Not applicable		

Section H: General

Question 22 (all departments and entities) Reviews/studies undertaken

- a) Please list all internal⁴ and external reviews/studies, established, commenced or completed by or on behalf of the department/agency in 2019-20 and provide the following information:
- i. Name of the review/study and which portfolio and output/agency is responsible
 - ii. Reasons for the review/study
 - iii. Terms of reference/scope of the review/study
 - iv. Timeline for the review/study
 - v. Anticipated outcomes of the review/study
 - vi. Estimated cost of the review/study and final cost (if completed)
 - vii. Final cost if completed
 - viii. Where completed, whether the review/study is publicly available and where.

Name of the review (portfolio(s) and output(s)/agency responsible)	Reasons for the review/study	Terms of reference/scope	Timeline	Anticipated outcomes	Estimated cost (\$)	Final cost if completed (\$)	Publicly available (Y/N) and URL
Delivery Share Review – led by the Department of Environment, Land, Water and Planning (DELWP). Actions are being completed by Goulburn Murray Water(GMW) and	To better support irrigation communities and districts as they adjust to rapid, continuing changes in	As part of the actions assigned to GMW through the Delivery Share Review, GMW will complete the following: 1. Provide support for facilitated	2019-20	A platform for customers to be able to trade their delivery shares to better signal infrastructure requirements within the Goulburn-Murray	\$400,000 ex GST.	Review is not complete yet.	Yes: https://engage.vic.gov.au/delivery-share-review

⁴ Internal reviews do not include internal costings. Internal reviews/studies include any reviews or studies undertaken by your department and not given to external consultants. Internal reviews/studies do not include inquiries carried out by Parliamentary Committees or reviews undertaken by integrity agencies.

<p>Lower Murray Water.</p>	<p>land and water use.</p>	<p>markets in delivery shares and meet customer information requirements 2. Develop the economic and financial aspects of limited term contracts 3. Develop the legal aspects of limited term contracts 4. Design and implement a spatial information portal 5. Create a delivery share accumulation algorithm using spatial information 6. Determine the principles for termination fee discounts 7. Provide support for pricing effects of the Delivery Share Review</p>		<p>Irrigation District (GMID).</p>			
----------------------------	----------------------------	--	--	------------------------------------	--	--	--

		and other Government decisions 8. Review the Transformation business cans and implementation plan.					
--	--	---	--	--	--	--	--

b) Please outline the Department's/Agencies in house skills/capabilities/expertise to conduct reviews/studies/evaluations/data analysis of the programs and services for which the Department /Agency is responsible.

GMW has an appropriate level of in house skills/capabilities/expertise. Where required, additional external support is engaged.

Question 23 (all departments) Annual reports – performance measure targets and objective indicators

- a) Please provide the following information on performance measures that did not meet their 2019-20 targets.

Not applicable.

- b) Please provide the following information for objective indicators where data was not available at publication of the annual report

Not applicable.

Question 24 (all departments and entities) Challenges experienced by department/agency

Please list a minimum of five main challenges/risks faced by the department/agency in 2019-20.

A significant challenge may be any matter or strategy that impacted the department/agency, whether it arose externally or internally or as a result of new policy or legislation.

	Challenge experienced	Internal/ External	Causes of the challenge	Action taken to manage the challenge/risk
1.	Working from home	Internal	COVID-19	All employees were set up with the resources to be able to work from home with support from the IT department and management.
2.	Re-structure	Internal	Transformation	The restructure of GMW's internal resources has delivered significant efficiencies, this has been achieved by our workforce reducing in size from 627.9FTE (Headcount 654) to 534.2FTE (Headcount 552). This has enabled the organisation to redirect our resources to the areas that matter most and provide pricing relief to our customers
3	Executive and Senior Leadership Team	Internal	Transformation	Related to restructure/transformation above realigning the structure for all functions and creating and onboarding a new Executive and Senior Leadership Team

Question 25 (all departments) Newly created bodies

Please list all newly created bodies (authorities, offices, commissions, boards and/or councils) created within the department in 2019-20 and provide the following information:

- Date body created
- Expenditure in relevant financial year
- FTE staff at end of relevant financial year
- purpose/function(s) of the body.

Not applicable.

Section I: Implementation of previous recommendations

Question 26 (relevant departments only)

Please provide an update on the status of the implementation of each of the below recommendations that were made by the Committee in its *Report on the 2017-18 and 2018-19 Financial and Performance Outcomes* and supported by the Government. Please delete those lines that are not relevant to the department.

Not applicable.

Section J: Department of Treasury and Finance only

Question 27 (DTF only) Revenue certification

Not applicable.

Question 28 (DTF only) Net cash flows from investments in financial assets for policy purposes – General Government Sector (GGS)

Not applicable.

Question 29 (DTF only) Purchases of non-financial assets – General Government Sector (GGS)

Not applicable.

Question 30 (DTF only) Revenue initiatives

Not applicable.

Question 31 (DTF only) Expenses by departments – General Government Sector (GGS)

Not applicable.

Question 32 (DTF only) Economic variables

Not applicable.

Question 33 (DTF only) COVID-19 pandemic response

Not applicable.

Question 34 (DTF only) Resource Management Framework – Funding reviews

Not applicable.

Question 35 (all departments and entities) Enterprise Bargaining Agreement (EBAs)

Please list the Enterprise Bargaining Agreement (EBAs) concluded in 2019-20 that had an impact for the department/agency. For each EBA, please show the number of employees affected and the growth in employee expenses attributable to the EBA.

Enterprise Bargaining Agreement	Number of employees affected	Number of employees as a % of department/entity	Growth in employee expenses attributable to the EBA (\$ million)	Growth in employee expenses attributable to the EBA (\$ million) as a % of total employee expenses
Not applicable				

Section K: Treasury Corporation of Victoria only

Question 36 Dividends

Not applicable.

Question 37 Commodity risk management

Not applicable.

Question 38 Foreign exchange risk management

Not applicable.

Question 39 Public Private Partnership (PPP) projects

Not applicable.