



**GOULBURN
BROKEN**
CATCHMENT
MANAGEMENT
AUTHORITY

GOULBURN BROKEN
CATCHMENT MANAGEMENT AUTHORITY

Annual Report

2024-25



Acknowledgement

The Goulburn Broken CMA acknowledges and respects Traditional Owners and Aboriginal communities and organisations. We recognise the diversity of their cultures and the deep connections they have with Victoria's lands and waters. We value partnerships with them for the health of people and country.

The Goulburn Broken CMA pays our respects to Elders past and present, and acknowledges and recognises the primacy of Traditional Owners' obligations, rights and responsibilities to use and care for their traditional lands and waters.

About this report

This report provides information on the Goulburn Broken Catchment Management Authority's (CMA) governance, performance and finances, which can be assessed against its 2024-25 Corporate Plan targets. The report further provides an assessment of Catchment Condition and progress in programs and projects.

The Goulburn Broken Catchment's resilience is explicitly assessed to inform an adaptive approach, consistent with the Goulburn Broken Regional Catchment Strategy 2021-2027.

The Goulburn Broken CMA aims to provide information which is relevant, easily accessed and understood. More detailed and scientific data can be accessed via the website www.gbcma.vic.gov.au.

This report is prepared in accordance with all relevant Victorian legislation. This includes the requirement under the *Catchment and Land Protection Act 1994* for the Goulburn Broken CMA to submit '...a report on the condition and management of land and water resources in its region and the carrying out of its functions'.

Design and print complies with Department of Treasury and Finance Reporting Direction 30, which aims to achieve consistency and minimise costs and environmental impact across government agencies.

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Accessibility

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Front cover

Main photo:

Primary school students attended an environmental education day with Goulburn Broken CMA at Victoria Park Lake, Shepparton.

Inset photos (left to right):

1. Fencing and revegetation on the upper Castle Creek at Gooram where 2km of stream was protected from stock and 2,000 seedlings were planted.
2. Tree hollow-dependent local native animals were featured as part of Goulburn Broken CMA's 2025 Year of the Tree Hollow community awareness campaign. Yellow-footed Antechinus by Chris Tzaros.
3. Canola crops in the Shepparton Irrigation Region.
4. The Goulburn River at Seymour.

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Chair and CEO Report

In 2024–25, Goulburn Broken CMA welcomed Carl Walters as its new Chief Executive Officer, leading a new executive team to refocus and support the organisation's operations and programs.

This included a review of business objectives, which comprised a commitment and goal to work further with Traditional Owners. This new business objective provides Goulburn Broken CMA with a focus on deepening its connection with Traditional Owners to work in genuine partnership, support the delivery of Country Plans, uphold self-determination, and prioritise initiatives such as the Water is Life projects across the Corop Lakes areas, Waring (mid Goulburn River), and Barmah Ramsar. We are committed to walking together in meaningful collaboration with Yorta Yorta Nation Aboriginal Corporation and Taungurung Land and Waters Council.

A third Reconciliation Action Plan was released this year, building on work done over more than two decades. Early implementation activities included the initiation and facilitation of a Treaty myth-busting session with partner organisations and community, and the formation of a cross-sector Reconciliation Collective.

In parallel, we have strengthened our focus on mobilising and engaging our community and stakeholders. Goulburn Broken CMA continues to be a trusted voice for integrated catchment management, working to grow appreciation of our region's natural capital and enable partnerships that deliver shared outcomes. This includes our work with farmers, Traditional Owners, local government, and community groups to build resilience and foster stewardship across the landscape.

Internally, we committed to cultivating a high-performance organisational culture. We established an environment where staff are highly engaged and motivated, aligned with our strategic plan, vision, and purpose. Innovation is being empowered across all levels of the organisation—encouraging bold thinking, collaborative problem-solving, and continuous learning.

In the past year, the catchment faced drier conditions which presented new challenges for the landscape, community, farmers, industry groups, and landholders. We continued working with the Victorian Government and other partners to support regional communities in drought preparedness and response, with a strong focus on supporting the mental health of agricultural communities. This included four 'Just a Farmer' film screenings attended by more than 500 people, alongside mental health support workers and a guest appearance by filmmaker and actor Leila McDonald.

We continued to improve our understanding of flood risk through further flood studies and community consultation. Key regional studies were finalised for the Boosey and Broken Creeks, Sunday and Dry Creeks, and upper tributaries of Eildon and Nillahcootie storages. New studies commenced for Mansfield and Murchison. Recovery programs continued, including saving native fish at risk due to drying waterways and improving the instream habitat of Hughes Creek to support the nationally endangered Macquarie Perch.

In 2024–25, we launched the Shepparton Irrigation Region Land and Water Management Plan 2050 and established the Shepparton Irrigation Region Forum (SIRF) to support implementation. The plan aims to guide private and government investment to safeguard the land and water resources that underpin a healthy irrigation region.

The regional environmental watering program continued to maximise river and wetland outcomes. Highlights included:

- Supporting the successful breeding of Brolga at Gaynor Swamp—the first formal record of breeding at the wetland
- Assisting partner organisations to release freshwater catfish into the Broken Creek, Goulburn River and Loch Garry
- Supporting Taungurung Land and Waters Council in planning the delivery of environmental water to Molesworth billabongs—the first time a Traditional Owner group will coordinate environmental water delivery in the region
- Continuing Barmah Ramsar activities with Parks Victoria and Traditional Owners, including Moira Grass protection, pest animal control across 7,300 hectares, weed control, and turtle nest monitoring.

While environmental watering provides multiple benefits, concerns were raised at the Northern Victoria Water Summit about the Goulburn River operating at or beyond sustainable limits to meet downstream demands. We welcomed the Hon. Gayle Tierney MP to the region, where she reaffirmed her commitment to work with the Australian Government to reverse the water buyback program.

We undertook several key initiatives to support sustainable agriculture and biodiversity across the catchment. This included securing funding to enhance natural capital on farms, with a focus on soil health through the Department of Agriculture, Fisheries and Forestry's Climate Smart Agriculture Program. Other initiatives included:

- Launching The Year of the Tree Hollow in 2025 to raise awareness of tree hollows as critical habitat
- Releasing The Bird Book – Birds of the Grey Box Grassy Woodlands in the Goulburn Broken Catchment
- Signing a Memorandum of Understanding with the Euroa Arboretum to strengthen the Goulburn Broken Indigenous Seedbank
- Launching the first interactive Community Natural Resource Management (NRM) Report Card, showcasing the work of Community NRM groups.

Climate change remains a significant risk to our region and programs. Climate action is integrated across all our work. In 2024–25, we hosted community events to explore climate adaptation and carbon offset opportunities and recommitted to the Goulburn Murray Climate Alliance. We are proud to have achieved carbon neutrality for scope one and two operational emissions, supported by carbon offsets, and have set a more ambitious target of Net Zero for scope one to three emissions by 2030.

In conclusion, we thank all who have worked with us—Traditional Owners, community members, partner organisations, staff, and Board. Your collective dedication has led to meaningful outcomes and strengthened our shared vision for a resilient, inclusive, and sustainable catchment. We look forward to continuing this work together in the year ahead.



S A Parker

Sarah Parker
Chair



C Walters

Carl Walters
CEO

RESPONSIBLE BODY DECLARATION

In accordance with the *Financial Management Act 1994*, I am pleased to present the Goulburn Broken Catchment Management Authority Annual Report for the year ending 30 June 2025.

S A Parker

Sarah Parker
Chair, Goulburn Broken Catchment Management Authority
16 September 2025

1. Overview

CMA Roles, Responsibilities and Objectives

Formation and duties

The Goulburn Broken Catchment Management Authority (CMA) is a Statutory Authority established by the Victorian Parliament in 1997 under the *Catchment and Land Protection Act 1994*.

The responsible Ministers:

- For the period from 1 July 2024 to 19 December 2024, the Hon. Harriet Shing, Minister for Water.
- For the period from 19 December 2024 to 30 June 2025, the Hon. Gayle Tierney, Minister for Water.
- For the period 1 July 2024 to 30 June 2025, the Hon. Steve Dimopoulos, Minister for Environment.
- For the period 1 July 2024 to 30 June 2025, the Hon. Lily D'Ambrosio, Minister for Climate Action.

The Goulburn Broken CMA's role in water is described under the *Water Act 1989*. The undertakings of the Goulburn Broken CMA are defined in the Statement of Obligations (SoO) for the *CaLP Act 1994* and the *Water Act 1989*. The Goulburn Broken CMA is guided by its statutory responsibilities and the Goulburn Broken Regional Catchment Strategy (RCS), which is developed and renewed every six years, in consultation with the community.

Goulburn Broken CMA's role in water is described under the *Water Act 1989* and is to:

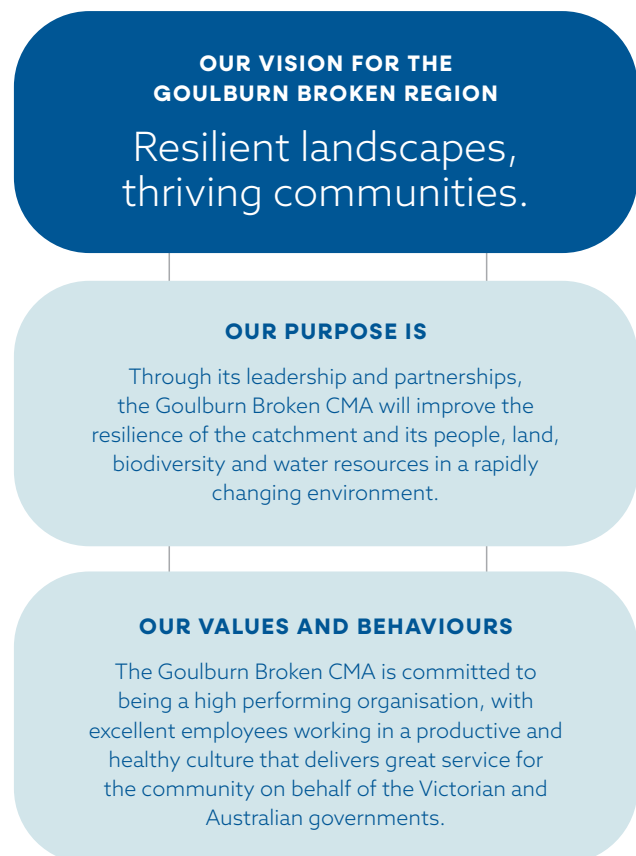
- Be the caretaker of river health, including managing the environment's right to water (managing the environmental water reserve) and implementing works on waterways via its operational arm.
- Provide waterway, regional drainage and floodplain management services.

Goulburn Broken CMA focuses on private land mostly managed for agriculture, on the interface of private and public land and supports Crown land managers with their functions.

Water storage, delivery and drainage systems are managed by partner agency Goulburn-Murray Water. Urban water and wastewater services are provided by another partner agency, Goulburn Valley Water.

Our vision, purpose, values and behaviours

FIGURE 1: GOULBURN BROKEN CMA VISION, PURPOSE, VALUES AND BEHAVIOURS





Business Objectives

The Goulburn Broken CMA Business Objectives outline the key objectives as determined by the Board to support the meeting of its mission, purpose and delivery of the Regional Catchment Strategy and sub strategies.

The business objectives are:



Traditional Owners

We partner with Traditional Owners to care for Country and support self-determination.



Community and Partnerships

Our community, and other partners value the services we provide. Our commitment to partnerships and community led approaches supports organisations and communities to thrive.



Our People

We have capable and motivated people who can fulfil their potential in line with our values and behaviours. Our people are safe and we provide a healthy environment to support their wellbeing.



Financial Sustainability

We seek to increase funding to deliver on requirements and priorities. We meet all our financial obligations.



Service Delivery

We deliver our services, programs and projects to achieve planned deliverables on time, on budget and to a high quality.



Governance

We have effective governance structures and practices in place that comply with all laws and regulations and satisfy community expectations.



Leadership and Strategy

We provide strategic and enabling leadership in resilience focused Integrated Catchment Management, through planning, influence and partnerships. Our strategy development and delivery reflects innovation, adaptivity and continuous improvement.



Climate Change Response

We lead in climate change adaptation and mitigation in our internal and external operations.

See section "Performance Indicators" on page 100 for performance against the objectives for 2024-25.

Goulburn Broken Region

Regional Overview

The Goulburn Broken catchment covers 24,300 square kilometres, representing 10.5 per cent of the state of Victoria, stretching from Mt Buller to the east, along the Murray River from Yarrawonga to Echuca, down to the outskirts of Melbourne in the south.

Approximately 248,000 people live in the catchment (ABS 2023-24 LGA statistics). Land use is diverse across the catchment, with approximately 59 per cent managed for agricultural production and the remaining 41 per cent for a mixture of nature conservation, forestry, rural residential and urban (ABARES December 2023). The catchment's natural resources support major agricultural, forestry and tourism industries; and also make it an attractive place to live for the expanding rural lifestyle populations.

Agricultural production is the dominant land use in the catchment. Agricultural industries include broadacre cropping, cattle, sheep and wool, dairy, horticulture (wine, fruit and vegetables) and intensive animal industries.

As well as a diversity of agricultural industries, the catchment consists of a range of climate zones. Traditionally, the catchment experiences a warm temperate climate, with hot and relatively dry summers and cool, wet winters. Extreme events such as floods, fire and drought do occur and we are witnessing climate-change related storms, drier winters and springs, and less reliable autumn rains.

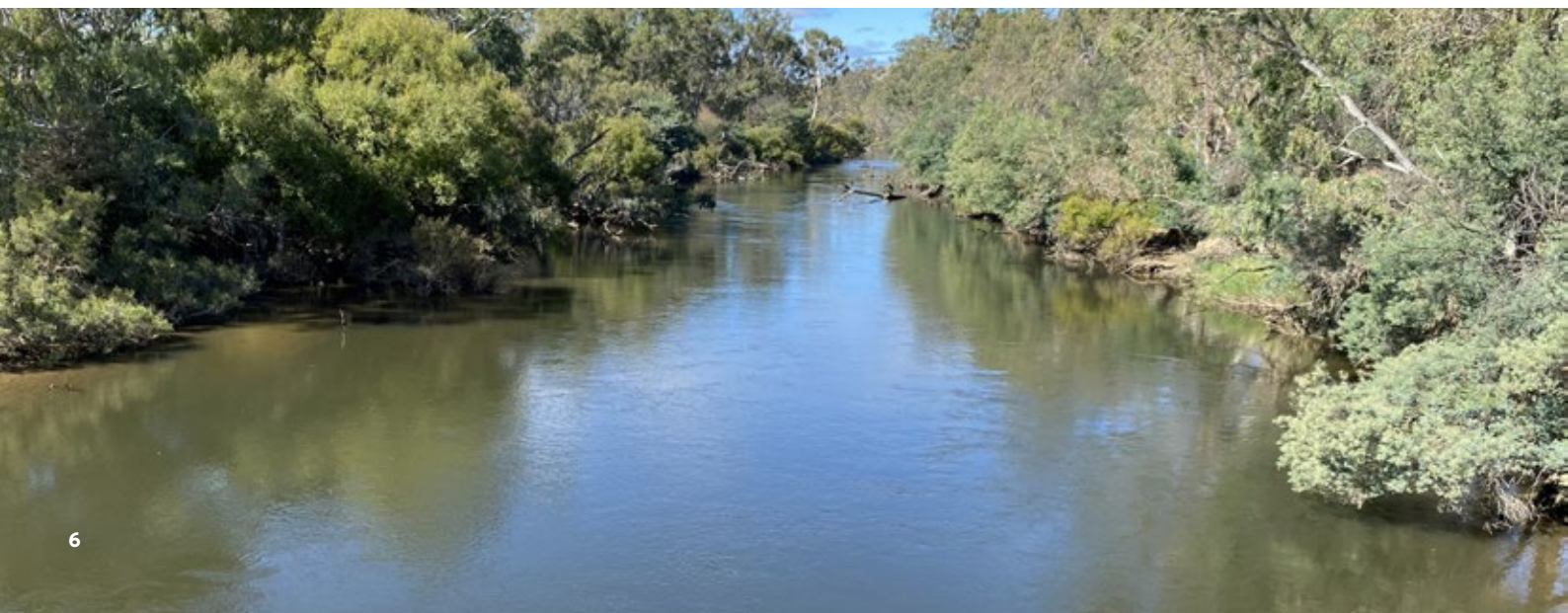
Large areas of irrigated agriculture are in the catchment, with approximately 46 per cent of total land mass under dryland and intensive agriculture and 13 per cent under irrigated agriculture (ABARES December 2023). The agricultural landscape is undergoing significant transformation, particularly in the Shepparton Irrigation Region where there is increasing pressure to produce more and adapt to a future with less water.

The catchment's soil types reflect differences in topography, climate, organic activity and age (degree of weathering). The main soil types are texture contrast soils, soils lacking strong texture contrast, cracking clay soils, shallow soils and wet soils.

The catchment's natural resources provide a range of services that people value, including:

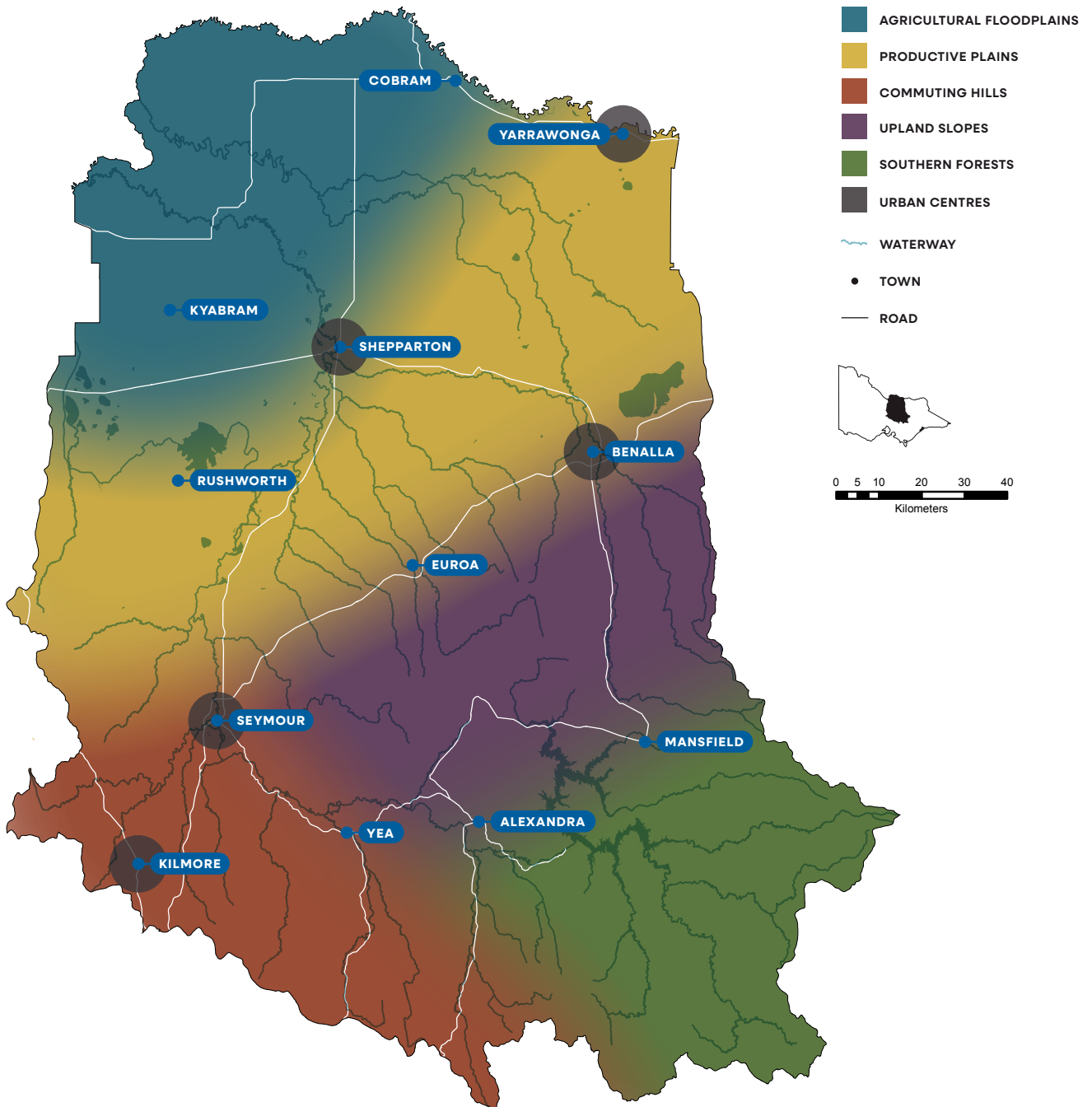
- Ecosystem services such as clean air, drinking water;
- Economic development such as agriculture, tourism;
- Lifestyle 'why you live where you live', such as beautiful scenery, job opportunities;
- Recreation such as fishing, skiing, camping.

The Goulburn Broken catchment includes two Registered Aboriginal Parties: Yorta Yorta Nation Aboriginal Corporation (YYNAC) and Taungurung Land and Waters Council (TLaWC). Both organisations work to uphold Yorta Yorta and Taungurung people's interests with respect to culture and Country. This includes active involvement in natural resource management including planning and implementing land and water management policy, programs and projects as well as legislative rights to public land.



The region can be broken up into six social-ecological systems (SES) that the Goulburn Broken CMA uses to design and plan strategy and delivery. The six systems represent the diverse nature of the catchment.

FIGURE 2: GOULBURN BROKEN SOCIAL-ECOLOGICAL SYSTEMS



■ AGRICULTURAL FLOODPLAINS SES

Encompass the Shepparton Irrigation Region and the north-eastern parts of the catchment to the Murray River. The region has a rich Aboriginal heritage and a First Nations population of more than 6,000 - the largest in regional Victoria. The major agricultural industries are dairying and stone and pome fruit production, which support a large food processing industry, supported by an extensive and highly regarded modernised irrigated network.

■ PRODUCTIVE PLAINS SES

Occurs across the lower slopes and plains of the central part of the catchment. The area's abundant food and water resources were first used by the Yorta Yorta and Taungurung clans. Most of the remaining habitat is provided by vegetation along waterways, roadsides, ranges and spring soak wetlands.

■ COMMUTING HILLS SES

Feature the mountainous urban fringe of the southern and south-western area of the catchment. European settlement led to the clearing of land for agriculture, gold rushes, urban development and rail and road infrastructure. Large tracts of public land and small privately owned forested land remain over much of the area. Public land use includes extensive native forests, recreation and production forestry. Private land use is typically for lifestyle properties, intensive agriculture (such as berry farming and aquaculture) and grazing on cleared valleys and slopes.

■ UPLAND SLOPES SES

Extend across the southern hills and valleys of the catchment. The Taungurung were the first people of the rivers, valleys and mountains in this region. Forests originally covered the hills and the valleys were open grassy woodlands. More recently, the area has been dominated by agricultural land and lifestyle properties. Agricultural practices are dominated by grazing with some intensive agriculture such as viticulture and irrigated agriculture along waterways.

■ SOUTHERN FORESTS SES

A local area in the catchment's south and south-east, it includes seasonally snow-covered alps, moist montane and sclerophyll forests. The Taungurung were the first people of this area and have on-going land management responsibilities through the Recognition and Settlement Agreement between the Taungurung Land and Waters Council Aboriginal Corporation, the Taungurung Traditional Owner group and the Victorian Government. The forest landscapes are highly valued for their ecological extent and diversity, cultural significance and economic contribution from recreation, tourism, plantation and native forest timber harvesting. Soils are fragile and often on steep slopes.

■ URBAN CENTRES SES

The smallest sub-catchment system by area but contains the largest populations. They are defined by a concentration of people, services and industries. Urban communities are diverse and connected by employment, sporting and social groups, but may not be strongly connected to the natural environment. This connection is changing with developments capitalising on the natural environment and a growing number of people enjoying nature-based recreation.

The SES approach offers many benefits including providing for continued integration across local areas of program-based funding.

Regional Catchment Strategy, Resilience and Climate Change

The Regional Catchment Strategy

The Goulburn Broken RCS 2021-2027 is a vision for the integrated management of natural resources in the catchment. It is a blueprint for improving catchment health and builds on achievements and lessons from the past. The RCS describes the current condition of the natural resources, principles to guide change, priority actions and what success looks like in 2040. The RCS is built on more than 30 years of achievements, including the 1997, 2003 and 2013 strategies.

The RCS is an ambitious strategy and describes the urgent and large-scale change required to improve the catchment's natural resources and mitigate climate change. In addition to current activities and investment, we will need to find alternative ways of doing things and new investment sources to achieve the outcomes of the strategy.

The RCS is for all organisations, groups and individuals contributing to the catchment's natural resource management. We all have an important role to play to reverse the declining health of the catchment's land, water and biodiversity. Goulburn Broken CMA is responsible for coordinating and monitoring the strategy.

The Goulburn Broken RCS Monitoring, Evaluation, Reporting and Learning plan guides delivery and is utilised to demonstrate the outcomes of the RCS.

The Goulburn Broken CMA has implemented an RCS Pledge portal to enable the community to engage and support the implementation of the strategy. As of June 2025, 61 individuals and 30 organisations have pledged their support to the RCS.

The diagram over page provides a summary of the strategy.



FIGURE 3: GOULBURN BROKEN REGIONAL CATCHMENT STRATEGY 2021-27 SUMMARY

Purpose: Collaborative strategy to guide actions to improve and protect the Goulburn Broken Catchment's land, water, biodiversity and community.

SITUATION IN 2021

Why we need to take action

CATCHMENT CONDITION

Water



CONDITION



Satisfactory

TREND



Declining

Biodiversity



CONDITION



Poor

TREND



Declining

Land



CONDITION



Satisfactory

TREND



Stable

Community



CONDITION



Satisfactory

TREND



Stable

CATCHMENT DRIVERS AND TRENDS

- Climate change.
- Ongoing negative impacts from historic actions.
- Urban population and land use changing.
- People increasingly value the environment for recreation and tourism.
- Biodiversity is under pressure.
- Water issues are more prominent and complex.
- Increasing role and recognition of Traditional Owners and First Nations People.
- Increasing and competing priorities for public resources.
- Agriculture is changing.

PRINCIPLES TO GUIDE CHANGE

How we'll decide what to do



STRENGTHEN PARTNERSHIPS



COMMUNITY-LED



EMBED RESILIENCE PRINCIPLES



SUPPORTED BY SCIENCE



FOSTER STEWARDSHIP

For more detailed information on the RCS and performance to date please visit the Goulburn Broken RCS website at www.goulburnbroken.rcs.vic.gov.au.

PRIORITY DIRECTIONS

What we'll do



6-YEAR CATCHMENT PRIORITIES

- 1 Reverse the declining health of the Catchment's land, water and biodiversity.
- 2 Implement pathways to adapt and transform to drivers of change.
- 3 Give effect to priorities in First Nations Country Plans.
- 4 Continue to build our understanding of tipping points and their role in navigating change.
- 5 Build values of environmental stewardship amongst an increasingly diverse community.
- 6 Broaden investment and contributions to natural resource management.

WHAT SUCCESS LOOKS LIKE IN 2040

Our goals

CATCHMENT VISION

Resilient landscapes, thriving communities.

LOCAL AREA VISIONS

Agricultural Floodplains

The Agricultural Floodplains' community leads Australia in producing food in harmony with the environment.

Commuting Hills

The Commuting Hills has a safe, sustainable future and a great quality of life, while protecting and enhancing the wonderful natural environment.

Productive Plains

Through strong and supportive community networks, the Productive Plains balances land productivity, quality water access and native vegetation quantity and condition in a changing climate.

Southern Forests

With the community, the Southern Forests balances ecological, economic, cultural and recreational needs to preserve natural resource health.

Upland Slopes

The Upland Slopes is a climate resilient socio-ecological system, supported by a strong sense of place and pride in our engaged, knowledgeable and adaptive community.

Urban Centres

Urban Centres offer employment, facilities and services for residents while valuing the natural environment.

THEME VISIONS



Biodiversity

Biodiversity is valued, resilient and flourishing.



Land

A diverse and productive landscape with healthy, functioning soils.



Community

A motivated and connected community leads positive change for people, land, water and biodiversity.



Water

Water resources deliver agreed cultural, environmental, economic and social values now and for future generations.

The Resilience Approach

A resilience approach underpins the Regional Catchment Strategy and focuses on how we can increase the capacity of the catchment to cope with change and evolve positively. In recent years, the catchment's communities and environment have been severely tested by fires, droughts, floods, the global financial crisis, COVID-19 pandemic and other major events, catalysing the CMA's focus on developing resilience.

Resilience is the ability of the catchment's people and environment 'to absorb a shock or setback and to flourish in spite of it, maybe even because of it' (Outback, Apr/May 2017). It does not mean 'ploughing through' and doing what we have always done. It is the capacity to cope with change and continue to evolve in positive ways.

The resilience approach to catchment management focuses on connections between people and nature, how these connections change, and at what point this could completely transform our social and ecological systems. Understanding system resilience helps us identify where and how to intervene to influence its future direction and achieve desired, balanced goals for natural resource management.

Climate change

Climate change science continues to support the need to act, with local actions playing an important role in the global challenge. Climate change mitigation and adaptation remain an important focus for Goulburn Broken CMA. Over the past 20 years, there have been more frequent high temperatures and changed rainfall patterns with drier winters and springs and less reliable autumn rain. There has also been an increased frequency of extreme events such as floods, fire and drought.

Goulburn Broken CMAs 'Climate Change Integration Strategy 2012-2015' and Environment Policy (2022) have been important guides to ensure consideration of climate change is embedded within business decisions and processes. The strategy is currently under review with an intention to ensure the CMA's climate change direction remains relevant and recognises the changes occurring in policy and operating environments.

Goulburn Broken CMA considers climate change in all aspects of its catchment approach and is also focused on its own footprint.

In 2025 Goulburn Broken CMA achieved carbon neutrality for scope one and two emissions and will seek to maintain and pursue Net Zero for scopes one to three, by end of 2030.

A targeted annual assessment of Goulburn Broken CMA activities showed all programs are considering climate change risk and adaptation, and CMA staff regularly collaborate with technical experts to ensure climate change is considered in project and/or strategic planning. CMA staff are involved in knowledge sharing and communities of practice on climate mitigation issues, along with involvement in guidance materials for strategy development. Goulburn Broken CMA includes climate change in its risk assessment which is updated on a regular basis.

Goulburn Broken CMA continues to aim to provide leadership among its CMA peers and in supporting community and the natural environment in responding and adapting to climate change. This has been achieved through Goulburn Broken CMA hosting a statewide climate change coordination program. From a regional perspective, Goulburn Broken CMA has also renewed its membership and ongoing support to the Goulburn Murray Climate Alliance (GMCA) for another four years. The GMCA is a network of 17 committed local government, state government and alpine resort partners across the Goulburn and Upper Murray regions, responding and adapting to climate change through innovative projects and research.

Key activities undertaken in 2024-25 are outlined in the Year in Review section "Minister's letter of expectations Performance" LoE 1 Climate Change.

2. Year in Review

FIGURE 4: KEY HIGHLIGHTS AND ACHIEVEMENTS.



Challenges and opportunities in the region for long-term catchment management

While 2024-2025 proved to be a year of many highlights as Goulburn Broken CMA continued to work with its partners to increase the resilience of the catchment, there were a number of developing challenges that impact on achieving our vision for the region. The challenges outlined below also provide opportunities to engage and work in new ways for the benefit of the catchment.

Drivers of change influence how the catchment operates and shapes future pathways. The major drivers of change and the impacts on catchment management that are emerging across the region are listed in the Catchment Condition and Delivery Highlights section.

Some of the most significant challenges that impact on short and long-term catchment management are:

CLIMATE CHANGE

Climate change and variability is having clear and ongoing impacts on our catchments and natural systems. The trend over two decades has seen more frequent high temperatures, changed rainfall patterns, more intense storms and extreme weather events. This year, in particular, we faced drier conditions and less rain leading to drought conditions.

Climate action is integrated into all of Goulburn Broken CMA's work. In 2024-25 we undertook community events to explore climate adaptation and carbon offset opportunities. We committed to renewing our Memorandum of Understanding (MOU) to work with partners through re-signing to the Goulburn Murray Climate Alliance. At a statewide level, Victorian CMAs continued to collectively fund a climate change coordinator to provide support for CMAs, facilitate joint projects, enhance knowledge exchange and provide coordinated input into policy and program design at state and federal levels.

DROUGHT

Drought poses serious challenges to agriculture, resulting in reduced crop yields, livestock losses and financial hardship for farmers and regional communities. The year has been challenging for community because of the drier conditions in the region. Goulburn Broken CMA has worked in partnership with federal and state governments to support affected communities through the Future Drought Fund to coordinate implementation of the Goulburn Drought Resilience Plan.

COMMUNITY INVOLVEMENT

Community participation in the region continues to shift with changes to the demographics of community volunteers. There continues to be an increase in demand and expectation for individuals and communities to undertake catchment improvement works. However, as numbers of volunteers decline, there is an urgent need to review the model that continues to support community involvement in natural resource management.

RURAL LAND USE

Increased population growth, urbanisation and commercialisation of rural land continues as people move away from cities and businesses move to the region. This changes the demographics of the area and rural land use. There is also the amalgamation of properties to create larger farms to increase business resilience which is arguably having a greater impact in the north of the catchment. These changes present challenges to land management and water allocation into the future and reinforces the need for coordinated change.

FIRST NATIONS SELF-DETERMINATION

The Victorian Government is committed to First Nations self-determination and there is and will be rapid policy change arising from truth-telling processes led by the Yoorrook Justice Commission. Goulburn Broken CMA strengthened its resolve to support self-determination through adding to its business objectives, developing its third Reconciliation Action Plan and continuing to strengthen long-standing partnerships with Traditional Owner organisations. As part of the Reconciliation Action Plan implementation, Goulburn Broken CMA initiated and facilitated a successful Treaty myth-busting session during National Reconciliation Week which demonstrated a high level of interest and learning from partner organisations and the community. A general reduction in funding provided to CMAs over the past three years has seen a reduction in total expenditure on First Nations businesses. Nevertheless, the number of First Nations businesses supported is growing and with some larger multi-year agreements expected in the near future with Traditional Owner organisations, this may see an increase in the CMA's investment into Traditional Owner partnerships. Increasing capacity of Traditional Owner organisations (including accessing funding directly) is resulting in a reduced level of reliance on the CMA.

CASE STUDY

Corop Wetlands Cultural Waterscape Program

Taungurung Land and Waters Council (TLaWC) is leading a long-term landscape-scale program across the Corop Wetlands Cultural Waterscape, aimed at healing and caring for Country.

The area encompasses the broad landscape that includes interconnected wetlands and terrestrial landscapes from Reedy Lake near Nagambie to Greens Lake at Corop.

The program is built on a partnership approach with members including TLaWC, Goulburn Broken CMA, Victorian Environmental Water Holder, Goulburn-Murray Water, Parks Victoria, and members of the Corop community, all who are committed to working together in good faith to contribute to the program.

The program is investigating how the Corop wetlands and the broader landscape, can be cared for and reconnected in a holistic way that takes into account cultural knowledge and values, while collaborating closely with government agencies and the wider community.

This program was launched with support from the Department of Energy, Environment and Climate Action and other government departments and agencies.

A key aspect is to find solutions to complex land and water management challenges by working closely with local communities to understand their needs and perspectives and provide opportunities to connect and undertake the practical work of caring for Country at important places within the waterscape.

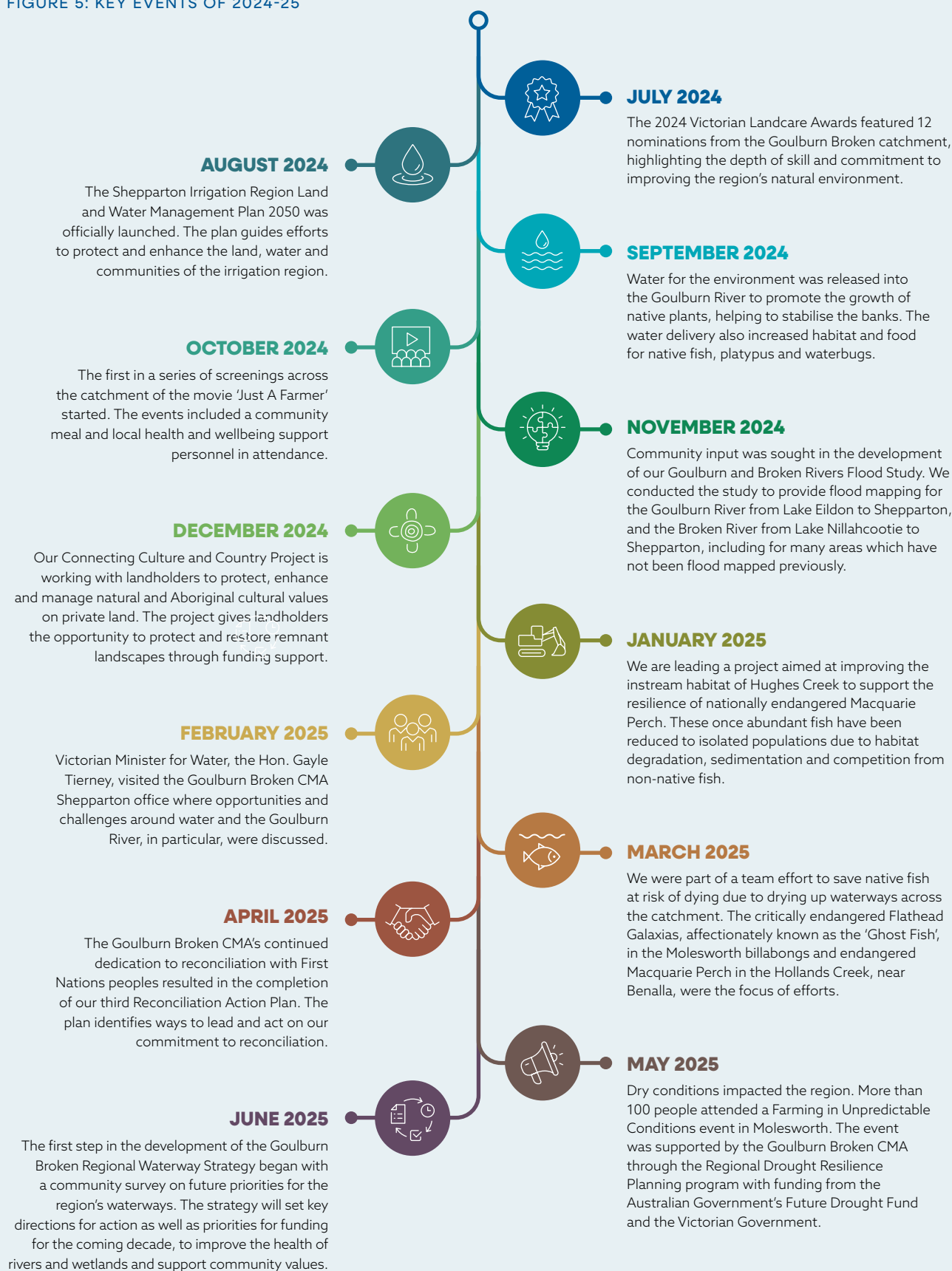
The program is in the feasibility phase which involves reading the Country together (through activating cultural knowledge and research) and adopting partnership principles. Along the way 'we will build right-way decision-making and carry out actions to serve the 100-year vision'. Importantly there is cultural governance involving Elders, Taungurung knowledge holders and TLaWC advisors. Partnering organisations will participate and provide resources, authorise data input and gathering, communicate and engage through established networks and advocate for systemic reform.

Small teams have been brought together to focus on themes such as ecology, community values and policy context. The Goulburn Broken CMA is working with TLaWC to collectively navigate a pathway to heal Country through this program.



Key events

FIGURE 5: KEY EVENTS OF 2024-25



July 2024

- The 2024 Victorian Landcare Awards featured 12 nominations from the Goulburn Broken catchment, highlighting the depth of local skill and commitment to improving the region's natural environment. The nine individuals and three groups nominated showcased the breadth of work undertaken by Landcare volunteers and professionals who are improving the natural environment through tree planting, soil health, pest plant and animal management, education and community connection across the catchment.
- The Water Cycle Adaptation Action Program commenced, with \$1.86M of funding received from Department of Energy, Environment and Climate Action (DEECA). Goulburn Broken CMA is leading this initiative for all Victorian CMAs as part of the statewide climate change coordination program. The first step is a gap analysis of progress, needs and priorities for enhanced adaptation to climate change.
- Scientific monitoring and research on how the Goulburn River responds to water for the environment is continuing following expansion and extension of the Flow-MER program. Flow-MER is the Commonwealth Environmental Water Holder's on-ground monitoring, evaluation and research program, working with scientists, water managers, communities and First Nations across the Murray-Darling Basin to help understand how fish, birds, vegetation and river connectivity respond to water for the environment.
- The Land and Water Use Mapping of the Regulated Diversions Catchments in Northern Victoria Technical Report 2022/23 was published. This report provides a detailed summary of the land and water use across northern Victoria and builds a detailed understanding on how the region is changing and adapting to reduced water availability. It also informs future planning policy and management for landholders through to state and national bodies involved in water management.

August 2024

- The Shepparton Irrigation Region Land and Water Management Plan 2050 was officially launched. The plan guides efforts to protect and enhance the land, water and communities of the irrigation region. The plan is a renewal of what is Australia's longest-running natural resource management plan that was first designed more than 30 years ago in response to a salinity crisis and to protect and enhance the natural assets of the region.
- The Goulburn Broken CMA congratulated all involved in the realisation of the Munarra Centre for Regional Excellence, following its official opening. It's Australia's first pathways-based education centre for Indigenous and non-Indigenous people, with Yorta Yorta knowledge and culture at its heart. The Shepparton centre is a key part of delivering on the Goulburn Murray Regional Prosperity Plan, of which the Goulburn Broken CMA is a proud champion.

September 2024

- Water for the environment was released into the Goulburn River to promote the growth of native plants which will help stabilise banks. The water delivery will see native grasses, sedges, rushes and flood-tolerant native species grow and thrive in spring and the roots of the plants will help stabilise the bank. Increased habitat and food for native fish, platypus and waterbugs will also occur.
- National Threatened Species Day on 7 September raised awareness of local plants and animals at risk. Populations of the Spotted Tree Frog have declined to the point that it's now critically endangered. The Still Creek on the upper Goulburn River is home to these special frogs. We are supporting current work to secure this population which involves repairs to a fish barrier and the removal of introduced fish species, including trout, to help protect Spotted Tree Frogs. This collaborative project is supported by the Victorian Government's Biodiversity Flood Recovery Project.
- Pest animal control was undertaken in Barmah Forest through the Barmah Country Natural Heritage Trust project covering more than 7,300 hectares and helping to protect endangered turtle populations such as the Murray River Turtle.



October 2024

- Hundreds of Southern Pygmy Perch, a small, threatened native fish, were released into a lagoon near Seymour to re-establish a local wild population. We worked with North Central CMA, Taungurung Land and Waters Council and a private landholder to release 600 of the species into wetlands that connect into the Goulburn River, between Seymour and Tahbilk. This release contributes to a project to broaden the distribution of native fish across northern Victoria and beyond, to create more populations, genetic diversity and opportunities for re-establishment of species in the wild.
- The first in a series of film screenings across the catchment of the movie 'Just A Farmer' was held. The film grapples with the challenging issues facing farmers and rural communities and highlights the need for everyone to look after their physical and mental health. The screenings also included the opportunity for attendees to have a community meal together. Local health and support agencies attended each event. Writer and Actor Leila McDonald attended the Alexandra screening. In total, more than 500 people attended the film screenings across Kyabram, Yea, Euroa and Alexandra.

November 2024

- We partnered with Agriculture Victoria and Landcare Victoria to present events on carbon farming and emissions accounting for livestock producers. This was part of the Carbon Farming Outreach Program funded by the Department of Climate Change, Energy, the Environment and Water to support farmers and land managers to access accurate and independent information about carbon farming, accounting and markets.
- Community input was sought in the development of our Goulburn and Broken Rivers Flood Study. We conducted the study to provide flood mapping for the Goulburn River from Lake Eildon to Shepparton, and the Broken River from Lake Nillahcootie to Shepparton, including for many areas which have not been flood mapped previously. The community sessions provided residents with an opportunity to discuss the draft flood mapping from the 2022 and 1993 flood events and give input into whether the mapping reflected what they experienced during those floods.
- Goulburn Broken CMA ran a workshop with other CMAs to explore climate adaptation needs and priorities and identify priority projects to collaborate on in the Water Cycle Adaptation Action Program.
- The Goulburn Murray Landcare Network delivered the 15th annual five-day floodplain ecology course through funding from the Barmah Country Natural Heritage Trust project, with 24 participants attending from across 17 organisations; and 20 expert presenters.

December 2024

- Our Connecting Culture and Country Project is working with landholders to protect, enhance and manage natural and Traditional Owner cultural values on private land. The project gives landholders the opportunity to improve remnant landscapes and connect with Traditional Owner cultural values. The project is run together with Taungurung Land and Waters Council and Yorta Yorta Nation Aboriginal Corporation and is supported by the Victorian Government through the Our Catchments Our Communities stewardship program.
- Our Linking Landscapes project is working towards increasing the extent and quality of the Grey Box Grassy Woodland and Derived Native Grasslands environment and promoting the value of this threatened ecological community. This project is funded by the Australian Government Natural Heritage Trust.
- Completion of the Waranga Drainage Course Declaration which includes the Waranga priority drainage project, will assist in mitigating the impacts of waterlogging, salinity and elevated water tables. In partnership with Goulburn-Murray Water, the declaration of the waterway and subsequent works to treat the obstructions along the natural drainage line has improved irrigation drainage for 12,670 ha of farmland and seven landowners.
- Environmental Contribution Levy Tranche 5 (EC5) funding concluded. Through this four-year funding, our Sustainable Irrigation Program funded 109 whole farm plan and in partnership with Goulburn-Murray Water, an additional 34 plans were funded. This assisted landowners to make informed decisions around their connection to the Goulburn-Murray Water channel system and modernisation of their irrigation infrastructure to align with their modernised connection. Through EC5 funding to the River Health Program, about 177 hectares of riparian weeds were treated, more than 105 hectares of stream frontage was revegetated, around 56km of frontage was fenced and protected from stock, and some 250 instream habitat snags were placed in rivers.

January 2025

- The Goulburn Broken CMA designated 2025 as the Year of the Tree Hollow for its annual community awareness campaign. Each month a species of hollow-dependent local native animal featured, highlighting the importance of tree hollows to animal survival. The importance of retaining large, old native trees that contain hollows was promoted.
- Turtle monitoring in Barmah Forest was undertaken by ARI researchers under contract to Goulburn Broken CMA for the Natural Heritage Trust Barmah Country and Living Murray programs. They captured 116 turtles, including recaptures of two Eastern Long-necked Turtles and four Murray River Turtles. A highlight was finding a hatchling Murray River Turtle; a rare event.
- We are leading a project aimed at improving the instream habitat of Hughes Creek to support the resilience of nationally-endangered Macquarie Perch. These once abundant fish have been reduced to isolated populations due to habitat degradation, sedimentation and competition from non-native fish. The project is funded by the Victorian Fisheries Authority and supported by Native Fish Australia volunteers.

February 2025

- The Victorian Minister for Water, the Hon. Gayle Tierney, visited the Goulburn Broken CMA Shepparton office where opportunities and challenges around water and the Goulburn River, in particular, were discussed. Our role, the importance of our regional input and connection to and the knowledge of the catchment we can provide in developments around the Basin Plan were key topics.
- Goulburn Broken CMA's Regional Landcare Coordinator presented a leadership session to environmental and agricultural science university students from across Victoria. The group were hosted by the Up2Us Landcare Alliance and Gecko Clan Landcare Network who shared valuable and practical information with the students regarding working with landholders. The two-week program was funded through the Australian Government's Drought Resilience Program.
- A highly successful Women in Conservation Breakfast event was held in Euroa, with lots of conversation, networking and sharing about natural resource management amongst the 40 attendees.

March 2025

- Carl Walters was appointed as new chief executive officer of the Goulburn Broken CMA. Having already built momentum in his role as interim CEO and with almost 20 years of experience in natural resource management, irrigated agriculture and a strong connection to the community, Mr Walters will reinforce the authority's role in sustainable catchment management.
- Goulburn Broken CMA was part of a team effort to save native fish at risk of dying due to drying up waterways across the catchment. The critically endangered Flathead Galaxias, affectionately known as the 'Ghost Fish', in the Molesworth billabongs and endangered Macquarie perch in the Hollands Creek near Benalla were the focus of efforts. Goulburn Broken CMA worked closely with Arthur Rylah Institute, Victorian Fisheries Authority, Taungurung Land and Waters, Parks Victoria and North Central CMA on the fish rescue work.
- The Goulburn Broken CMA is proud to sponsor a Fairley Leadership participant each year through the Ken Sampson Memorial Scholarship. This year's recipient was Keneisha Lines Howell, a proud Yorta Yorta woman who is deeply passionate about her community and culture.
- A Memorandum of Understanding was signed by Goulburn Broken CMA and Euroa Arboretum on the ongoing partnership and support of the Goulburn Broken Indigenous Seedbank operations.

April 2025

- The Goulburn Broken CMA's continued dedication to reconciliation with First Nations peoples resulted in the completion of its third Reconciliation Action Plan. The plan identifies ways to continue to lead and act on our commitment to reconciliation. A painting by Yorta Yorta woman Tammy-Lee Atkinson, which depicts the Goulburn Broken catchment, featured of the front cover of the document and was hung in the CMA's head office.
- Applications opened to join the Shepparton Irrigation Region Forum. This is a community-based advisory group that provides advice and feedback to the Goulburn Broken CMA and government. It offers valuable community input and perspectives on the delivery of the recently renewed Shepparton Irrigation Region Land and Water Management Plan and builds on work by the Shepparton Irrigation Region People and Planning Integration Committee (SIRPPIC).

May 2025

- As part of National Reconciliation Week, Goulburn Broken CMA held a myth-busting information and discussion session on Treaty-making in Victoria. Approximately 60 people gathered in Euroa, on Taungurung Country, where they learned about the current Treaty-making process in Victoria and how to collaborate locally. Panel members included elected members of the First Peoples Assembly of Victoria in the North East region.
- Goulburn Broken CMA participated in the annual Ganbina careers night, showcasing opportunities for higher education, employment and training available to Aboriginal and Torres Strait Islander Ganbina students.
- Our Federally funded Natural Heritage Trust Grey Box Grassy Woodlands and Barmah Country projects were showcased to visiting staff from Department of Climate Change, Energy, the Environment and Water. Highlights of the visit included cleaning banksias seed at the Goulburn Broken Indigenous Seedbank in Euroa, seeing firsthand the value of on-ground pest weed control works at Monea North Nature Conservation Reserve and discussing the landscape and biodiversity value of private land restoration funded through the project.
- As dry conditions impacted the region, more than 100 people attended a Farming in Unpredictable Conditions event in Molesworth. The event was supported by the Goulburn Broken CMA through the Regional Drought Resilience Planning program with funding from the Australian Government's Future Drought Fund and the Victorian Government.
- Around 150 Southern Pygmy Perch, translocated from the Victorian Fisheries Authority (VFA) Snobs Creek Conservation Hatchery, were moved to a private dam near Benalla. This site will serve as a 'surrogacy dam' where the fish can breed and thrive. This is a partnership with VFA and CMAs, with the goal of supporting stocking efforts in this and other key locations across the state.
- The final Shepparton Irrigation Region People and Planning Integration Committee meeting was held and included a tour of the Waranga, Corop, Girgarre and central Goulburn area. Presentations were made to the members to thank them for their input and dedication to the committee over many years.

June 2025

- The first step in the development of the Goulburn Broken Regional Waterway Strategy (RWS) began with a survey to seek community input into future priorities for the region's waterways. The strategy will set key directions for action as well as priorities for funding for the coming decade, to improve the health of rivers and wetlands and help sustain what our communities value about waterways.
- As part of the landmark \$24 million 'Platy Patch Project', a four-year, statewide initiative with significant co-funding from the Australian and Victorian governments, sections of the Goulburn River, Broken River and Seven Creeks around the urban fringe of Shepparton will be rehabilitated for the iconic native species. On-ground project works will address threats to platypus by removing weeds along the Broken River, revegetating streamside areas on the Seven Creeks and increasing instream woody habitat in the Goulburn River.
- The Goulburn Broken CMA achieved carbon neutrality for scope one and two emissions through carbon offsets.
- The Landscape Legacies project, focussing on the Nationally Threatened Grey Box Grassy Woodlands and Derived Grasslands, protected critical habitat with more than 3320 metres of fencing, 113 hectares of revegetation, and the harvesting of 89 kilograms of seed, in partnership with community NRM groups, Traditional Owners and funding organisations.

BOARD OBSERVER PROGRAM

In the past 12 months DEECA introduced a Board Observer Program to provide opportunities for people to learn more about board governance in the water sector.

Goulburn Broken CMA participant Sam Muir reflected on the program:

"Serving as an Indigenous Delegate for the Goulburn Broken CMA Board has been an incredibly meaningful and enriching experience. It's allowed me to play an active role in advocating for integration of Aboriginal knowledge and perspectives in the management of our natural resources. I've been able to contribute to more culturally inclusive and sustainable practices and have been able to apply the knowledge and skills I have gained over the course of my career into a board setting. Through my experience I have been able to network with other Aboriginal delegates across the state and have become a Certified Community Director."

Sam Muir and Qader Karimi were participants of the Goulburn Broken CMA 2024/25 Board observer program.





Key Programs and Projects Delivered

The Goulburn Broken CMA undertakes its programs by working with partners and community stakeholders across the region. Our partners, community groups and land managers invest significantly in improving the health of land and waterways. The roles of catchment partners are outlined in Appendix 2.

The Goulburn Broken CMA is principally responsible for protecting and improving the health of the region's natural resources through partnerships in line with the Regional Catchment Strategy and sub-strategies and delivering its statutory responsibilities for waterway, rural drainage and floodplain management. More specifically, services include:

- River and wetland health planning, management and strategy
- Environmental Water Reserve utilisation (through delivery of environmental water)
- Strategic water quality and biodiversity monitoring and coordination
- Traditional Owner and community, including landholder engagement
- Corporate and statutory functions:
 - Floodplain
 - Works on waterways
 - Other land issues
- Sustainable agriculture and land management
- Water savings and water use efficiency (including whole farm planning)
- Surface and sub-surface water management
- Biodiversity (including vegetation management and private forestry)
- Landcare and other NRM groups, industry groups and Recognised Aboriginal Parties engagement and support
- Planning, delivery and monitoring of environmental water
- Pest plant and animal management
- Climate change adaptation

The Goulburn Broken CMA continues to explore and evaluate new and existing mechanisms and partnerships for delivery and implementation that can maximise on-ground outcomes in a financially constrained environment.

Program Areas

In 2024-25 the Goulburn Broken CMA delivered its business through six program areas.



Biodiversity, Land Health and Landcare

This program seeks to deliver projects and initiatives in partnership with community, that improve land health, biodiversity and threatened species management. Projects are delivered through project management and delivery, monitoring and research, community engagement and strategic development.



Sustainable Irrigation

This is an integrated place-based program which mainly implements the Shepparton Irrigation Region Land and Water Management Plan (SIRLWMP) and continues to drive greater change to address a future with less water and transformational change.



River and Wetland Health

This program seeks to ensure healthy and resilient rivers, wetlands and adjacent land continues to support ecological, social, economic and cultural values through its actions, research and continued understanding of the systems and needs.



Floodplain

This program seeks to provide expert advice on floodplain management and waterway health, including the provision of flood advice, responses to floodplain referrals and the provision of Works on Waterways permits.



Corporate and Business Services

This program enables the achievement of catchment objectives by supporting CMA employees and board, partners and community to participate successfully and safely in NRM activities facilitated through the CMA.



Strategy and Engagement

This program aims to set the strategic direction of the organisation through organisational and regional catchment strategies. It also supports programs by providing enabling frameworks and initiatives in stakeholder and community engagement, Traditional Owner partnerships, communications, investment coordination and climate change.

Project Delivery

This year, Goulburn Broken CMA delivered the first year of the Victorian Water Program Investment (Environmental Contribution Levy Tranche 6 (EC6)) funding agreement. The percentage complete for these projects is based upon the annual progress toward the overall four-year program. EC6 delivers state and regional priorities such as Water for Victoria, the Regional Catchment Strategy, Regional Waterway Strategy and Our Catchments, Our Communities. Key EC6 projects include:

- Renewal of the Goulburn Broken Regional Waterway Strategy
- Planning and delivery of annual environmental watering actions
- With Taungurung Land and Waters Council, continued co-design and shared delivery of the Walking with Waring Flagship project
- Working with joint managers Yorta Yorta Nation Aboriginal Corporation and Parks Victoria in coordinating the Barmah Forest Ramsar program

This was the second year of the suite of regional delivery projects funded by the Australian Government's National Heritage Trust (NHT) Program. Projects include:

- Landscape Legacies – Restoring Grey Box Grassy Woodland
- Barmah Country - Working with First Nations in the Barmah cultural landscape
- Climate Smart Agriculture Program
- Sustainable Agriculture Facilitator
- Regional Capacity Services

Through the Australian Government, the Victoria Government funded the coordination of the Goulburn Drought Resilience Plan implementation.

In 2024-2025 work continued through the Victorian Government funded Flood Recovery River Health project which continued to deliver core river health recovery activities in response to damage caused by the October 2022 floods.

Key projects delivered, expenditure for the year and the percentage complete of 2024-25 deliverables as at the end of June 2025 are summarised over page.

TABLE 1: KEY PROJECTS DELIVERED BY PROGRAM AREA AND FUNDING SOURCE

PROJECT	2024-25 EXPENDITURE \$000
BIODIVERSITY, LAND HEALTH AND LANDCARE PROGRAM	
VICTORIAN WATER PROGRAM INVESTMENT FRAMEWORK	
Connecting Culture and Country (Our Catchments, Our Communities)	233
VICTORIAN GOVERNMENT LANDCARE PROGRAM	
Victorian Landcare Grants 2024	313
Regional Landcare Coordination	182
VICTORIAN GOVERNMENT	
Goulburn Drought Resilience Plan Implementation	203
NATIONAL HERITAGE TRUST	
Landscape Legacies - Restoring Grey Box Grassy Woodland - Year 2 of 5	649
Barmah Country - Working with First Nations in the Barmah cultural landscape – Year 2 of 5	304
Sustainable Agriculture Facilitator – Year 2 of 5	133
Regional Capacity Services – Year 2 of 5	343
Natural Capital Emergency Preparedness Plan	24
Nature Services for Ag – Year 1 of 5	110
SUSTAINABLE IRRIGATION PROGRAM	
VICTORIAN WATER PROGRAM INVESTMENT FRAMEWORK	
Community Support to implement the Shepparton Irrigation Region Land and Water Management Plan	449
Using water wisely in the Goulburn Murray Irrigation Region	665
Basin Salinity Management in the SIR	131
Cost Effective Drainage Management in the SIR	211
Resilient SIR Communities and Shepparton Irrigation Region Land and Water Management Plan 2050 Implementation	335
Optimising Water Resources in the SIR	83
Basin Salinity Management in the SIR	328
Enhancing Environmental Resilience: SIR Drainage Management	981
RIVER AND WETLAND HEALTH PROGRAM	
VICTORIAN WATER PROGRAM INVESTMENT FRAMEWORK	
Goulburn Broken River and Wetland Health Program Management	120
Barmah Ramsar Site Management	365
On-Ground Works	122
Connecting People and Place	104
"Waring" – The Goulburn Flagship project	124
Strathbogie Streams Towards 2040	35
Environmental Water Management	199
Walking together with Waring Flagship Project	77
Strathbogie Streams Flagship Project	60
Waterway Investment Northern Plains (Yorta Yorta Country)	65

PROJECT	2024-25
	EXPENDITURE \$000
Barmah Ramsar Management Waterway Health	138
Waterway Investment Southern Uplands (Taungurung Country)	110
Goulburn Broken River and Wetland Health Program Management	123
Environmental Water Management	533
VICTORIAN GOVERNMENT	
Goulburn Broken CMA Fish Monitoring 2024-2028	64
Enhanced Environmental Water Delivery – Stage 1B – Year 2 of 2	389
Goulburn to Murray Trade Review Environmental Monitoring	352
Goulburn to Murray Trade Review Research and Investment 24/25 – 27/28	277
Greens Lake baseline ecological monitoring – Year 3 of 4	48
Securing Spotted Tree Frogs – Year 3 of 4	94
Flood Recovery River Health	818
Freshwater shrimp PhD scholarship – Year 2 of 2	4
Input into Goulburn to Murray trade and operating rules 22-24	130
Jamieson River Recreation Hub	14
Summer 2023-24 Storm and Flood Recovery	357
JOINT INITIATIVE FUNDED BY THE NSW, VIC, SA AND AUSTRALIAN GOVERNMENTS	
The Living Murray 2024-25 – Barmah Forest Boost Funding	32
The Living Murray 2024-25	599
OTHER	
Hughes Creek Macquarie Perch Population Resilience	105
Goulburn River Flow – MER 2.0	11
FLOODPLAIN PROGRAM	
VICTORIAN WATER PROGRAM INVESTMENT FRAMEWORK	
Implementing the Regional Floodplain Management Strategy	224
Waterway Stat Functions – Floodplain and Waterway Protection	805
VICTORIAN GOVERNMENT	
Levees – Flood Readiness and Response Strategies	73
2022 Flood Model Calibrations	45
STRATEGY AND ENGAGEMENT PROGRAM	
VICTORIAN WATER PROGRAM INVESTMENT FRAMEWORK	
Nurturing Resilience: Strengthen Regional Partnerships (Our Catchment, Our Communities)	33
VICTORIAN GOVERNMENT	
Climate Change Coordinator	75
Victorian CMA Water Cycle Adaption Action Program	944
Vic CMA's Natural Capital Project	117

Over the 2024-25 year, the following standard outputs (Victorian Government) and Service Units (Australian Government) have been delivered for Goulburn Broken CMA projects.

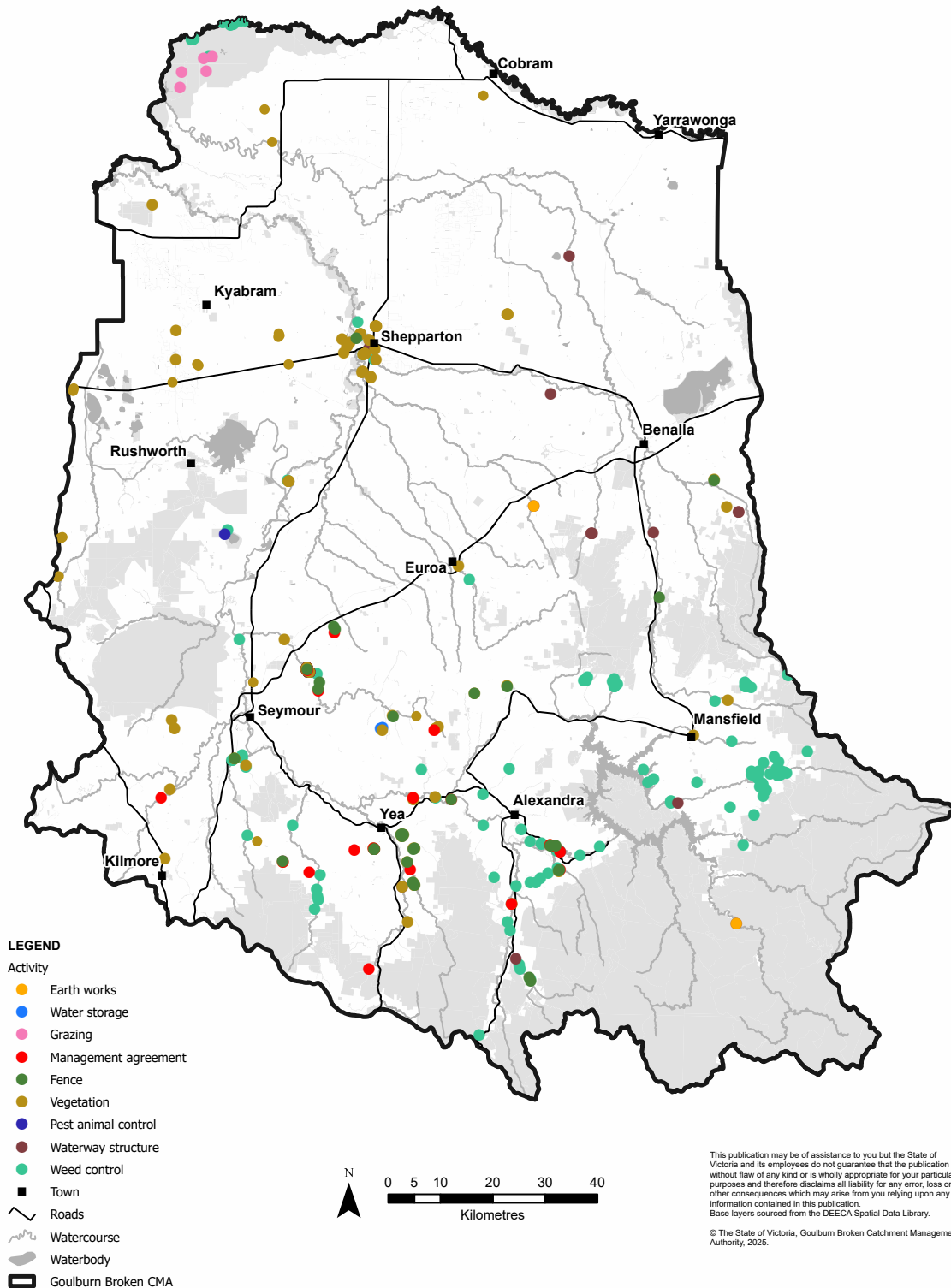
TABLE 2: OUTPUTS ACHIEVED IN 2024-25 AGAINST TARGET

CATEGORY	OUTPUT	UNIT OF MEASURE	2024-25 ACTUAL	2024-25 TARGET
Australian Government	Community Stakeholder Engagement	Number	32	42
	Controlling Pest Animals	Hectares	7,332	7,332
	Fauna Survey	Number	5	5
	Flora Surveys	Number	12	12
	Identifying and Prioritising the Location of Potential Sites	Number	26	26
	Pest Animal Survey	Number	34	34
	Removing weeds	Hectares	439	439
	Revegetating Habitat	Hectares	130	132
	Seed Collection and Propagation	Number of days	27	27
	Synthesising and Finalising Baseline Data	Number	1	1
	Weed Distribution Survey	Number	20	20
Environmental Works	Earth works	Hectares	1	0
	Pest animal control	Hectares	300	0
	Rubbish Removal	Hectares	2	0
	Threatened species response	Number	0	0
	Vegetation	Hectares	56	24
	Weed control	Hectares	2076	358
Management Services	Grazing	Hectares	18	-
Planning and Regulation	Approval and advice	Number	1,341	1,396
	Assessment	Number	1,132	1,065
	Engagement Event	Number	114	95
	Engagement Event	Number of Participants	14,198	906
	Information management system	Number	1	2
	Management agreement	Hectares	143	143
	Management agreement	Number	19	16
	Partnership	Number	88	51
	Plan	Number	36	18
	Publication	Number	100	71
Structural Works	Channel	Kilometre	2	-
	Fence	Kilometre	14	9
	Monitoring structure	Number	27	13
	Terrestrial feature - Nest box	Number	121	85
	Water Storage	Number	3	2
	Waterway structure	Number	161	2

Regional Works 2024-25

The below map shows onground works completed in 2024-25 through Goulburn Broken CMA programs. Some major works under Waterways, Floodplain Management and Sustainable Irrigation programs are not shown. Ongoing works that landowners fully fund themselves are not shown. Goulburn Broken CMA is investigating ways to capture such important contributions. The points indicated on this map are an approximate location of where the works occurred.

FIGURE 6: 2024-25 ONGROUND WORKS



Summary of Financial Results

Last five years for the financial year ended 30 June 2025

	2020-21 \$000	2021-22 \$000	2022-23 \$000	2023-24 \$000	2024-25 \$000
INCOME AND EXPENDITURE					
State Government	12,020	15,673	13,840	12,650	11,093
Australian Government	3,002	3,282	2,970	1,319	2,145
Government contributions	15,022	18,955	16,810	13,969	13,238
Revenue from government entities	615	687	767	984	995
Other revenues	1,371	1,603	1,595	1,973	1,585
Total Revenue	17,008	21,245	19,172	16,926	15,814
Expenditure	19,024	15,810	17,737	17,008	17,036
Total expenses	19,024	15,810	17,737	17,008	17,036
Net result	(2,016)	5,435	1,435	(82)	(1,222)
BALANCE SHEET ITEMS					
CURRENT ASSETS					
Cash	11,977	17,166	17,093	17,252	16,721
Receivables	1,480	1,296	1,587	2,089	1,527
Prepayments	155	208	276	374	393
Total current assets	13,612	18,670	18,956	19,715	18,641
Non-Financial assets	2,433	1,922	1,618	1,487	1,367
Total assets	16,045	20,592	20,574	21,202	20,008
CURRENT LIABILITIES					
Trade creditors	2,512	1,339	835	2028	2082
Unearned revenue/Contract Liabilities	-	85	106	0	0
Interest Bearing Liabilities	805	808	1,000	727	845
Accruals	301	721	282	77	7
Provisions	2,027	2,029	1,783	1,781	1,934
Total current liabilities	5,645	4,982	4,006	4,613	4,868
NON-CURRENT LIABILITIES					
Interest Bearing Liabilities	1,259	1,049	523	649	401
Other	47	32	81	58	79
Total non-current liabilities	1,306	1,081	604	707	480
Net assets	9,094	14,529	15,964	15,882	14,660
EQUITY ITEMS					
Contributed capital	4,209	5,241	4,209	4,209	4,209
Reserves	4,885	10,320	11,755	11,673	10,451
Total equity	9,094	14,529	15,964	15,882	14,660
CASH FLOW ITEMS					
Net operating activities	-927	5,241	343	(211)	443
Net investing activities	81	359	47	121	172
Net financing activities	(581)	(411)	(463)	(441)	(456)
Net cash movement	(1,427)	5,189	(73)	(531)	159

Financial results for 2024-25 against Corporate Plan

	CORPORATE PLAN 2024-25 \$000	ACTUAL 2024-25 \$000	ACTUAL VARIANCE TO CORPORATE PLAN \$000
COMPREHENSIVE OPERATING STATEMENT			
Total revenue	14,289	15,814	1,525
Total expenditure	(19,685)	(17,036)	2,649
Net result	(5,396)	(1,222)	4,174
STATEMENT OF FINANCIAL POSITION			
ASSETS			
Cash and receivables	11,281	18,248	6,967
Other	200	393	193
Non-current assets	1,448	1,367	(81)
Total assets	12,929	20,008	7,079
LIABILITIES			
Payables	2,000	2,089	89
Employee provisions	1,953	2,013	60
Lease Liabilities	1,250	1,246	(4)
Total liabilities	5,203	5,348	145
Net assets	7,726	14,660	6,934

FINANCIAL REVIEW

The actual result to the end of June 2025 shows a deficit of \$1.2m, significantly lower than the Corporate Plan forecast of \$5.3m. This \$4.1m variance was driven by:

- Increased revenue of \$1.5m above the Corporate Plan, and
- Reduced expenditure of \$2.6m compared to budget.

Current assets are above expectations, with a cash balance of \$16.7m—well above the budgeted \$9.8m. This is primarily due to income received in advance and delays in project expenditure.

Overall, Goulburn Broken CMA maintains a strong financial position, with cash and equity totalling \$14.6m.

The additional revenue was attributed to several key projects:

- Goulburn to Murray Trade Review Research and Investment (\$325k)
- Flood Mitigation and Storm Recovery Studies (\$716k)
- Goulburn Drought Resilience Plan (\$300k)
- Integrated Water Management (\$180k)

Expenditure was \$2.6m below budget, largely due to staff vacancies and delays in delivering on-ground works. These costs are expected to be incurred in the 2025–26 financial year.

SUBSEQUENT EVENTS

There were no subsequent events between 30 June 2025 and the date this report went to print that had a material impact on Goulburn Broken CMA's financial position.

Minister's letter of expectations

Performance

Climate change

Explore opportunities and/or deliver carbon sequestration initiatives and adapt to climate change and climate variability.

The Victorian CMAs continued to collectively fund a climate change coordinator to provide support for CMAs, facilitate joint projects, enhance knowledge exchange and provide coordinated input into policy and program design. The role focused on collaboration, stakeholder engagement, advocacy, project support and research. Four climate change forums were held, enabling CMAs to share updates on key projects and engage with experts from a range of organisations including CSIRO, VicWater, RMIT, Parks Victoria, UTAS, and DEECA. Learning and development were supported through bi-monthly updates, guest presentations and dissemination of opportunities. Submissions were made on behalf of the CMAs to DEECA on the Water Sector Emissions Transition Consultation paper and Victoria's Climate Change Strategy 2026-2030. Information was provided to numerous groups interested in CMA activity relating to climate change. Victorian CMAs were represented on various Communities of Practice and contributions were made to strategic initiatives. Research collaborations included work with ANU, LaTrobe University, CSIRO, UTAS and RMIT.

The Water Cycle Adaptation Action Program, funded by DEECA with \$1.95 million, was launched to advance climate adaptation. A program coordinator was appointed and following a gap analysis, five priority projects were funded, totalling \$1.15 million. The Exploring Natural Capital Approaches for Victorian CMAs project was initiated to explore future roles and opportunities for CMAs in natural capital, natural capital accounting and nature markets. Funding was provided by the Department of Energy, Environment and Climate Action. The project aims to support preparedness and foster a more unified approach to future possibilities. Background work is underway including a workshop with CMAs and DEECA. The final report will be completed in August 2025 with recommended next steps for CMAs.

The Goulburn Broken CMA continued to explore opportunities for carbon and carbon offset within the catchment and fostered collaboratives with regional partners to investigate feasibility studies for specific areas within the catchment. Through our Sustainable Agricultural Facilitator, we connected with farmers through various events to educate and link them to natural capital, carbon and nature market opportunities. Goulburn Broken CMA made some progress to its commitment to the government's Net Zero ambitions by achieving carbon neutrality for its scope one and two emissions.

Waterway and catchment health

Provide leadership in delivery of programs to improve the health of priority waterways and catchments at priority sites.

The Goulburn Broken CMA has maintained its support of Regional Catchment Strategy implementation through a comprehensive coordination and monitoring regime, and has increased its focus on preparing for, contributing to and informing the mid-term review of the strategy which commenced during 2024/25.

During the past 12 months Goulburn Broken CMA has begun renewal of the Goulburn Broken Regional Waterways Strategy, working in partnership with Traditional Owners and One Basin CRC on engagement and strategy development approaches. Goulburn Broken CMA has actively contributed to statewide Regional Waterway Strategy guidance and provided input to the draft Victorian Waterways Management Strategy.

Waterway health projects funded through Victorian Water Programs Investment Framework (VWPIF) EC5 were finalised and successfully implemented by December 2024. Implementation of the new VWPIF program (EC6) is now well underway and being delivered in close partnership with key Traditional Owner, agency and community partners. The renewal of the Regional Waterway Strategy is a key element of the new EC6 program.

The Goulburn Broken CMA successfully delivered the annual planning, delivery, monitoring and review cycle related to the environmental water program within the catchment, including the development of 2025/26 seasonal watering proposals.

The Goulburn Broken CMA also continued to participate in DEECA-led processes and opportunities including outcomes from the Constraints 1a program, Goulburn to Murray Trade rule monitoring, and FlowMER; all of which influence the long-term condition of the Goulburn River and inform its management.

The Goulburn Broken CMA implemented and reported on the renewed Catchment Partnership Agreement through the Goulburn Broken CMA Annual Report.

The Goulburn Broken CMA also continued to deliver against the objectives of the Goulburn Broken Regional Floodplain Management Strategy (2018-2028).

Water for agriculture

Support a productive and profitable irrigation sector and vibrant and resilient regional communities.

In partnership with Agriculture Victoria and irrigators, sustainable irrigation management practices were promoted through activities such as Whole Farm Planning, extension advice to farmers (including larger corporate farms) on groundwater, biodiversity, energy and water efficiency, in the Shepparton Irrigation Region (SIR). The Whole Farm Planning program was revised and improved to include supporting extension activities incorporating energy, carbon and climate system considerations across the irrigated landscape as well as updated incentive guidelines.

Onground works were undertaken in the drainage course declaration and obstruction removal programs to manage salinity and waterlogging and to assist the landscape to recover from flooding impacts.

Salinity issues were managed as per the requirements under the Basin Salinity Management Plan 2030.

The SIR community continues to lead the way in the adaptation and transformation of the region through the launch and implementation of the new SIRLWMP 2050.

The Goulburn Broken CMA also worked with the SIR community and catchment partners on adapting to a more water efficient future by:

- Assisting with the modernisation of farm systems, leading to optimised public irrigation system assets and reduced water losses and how to adapt through changing practices and systems (ie the Broken Reconfiguration project).
- Implementation of the Agricultural Re-development Coordination project to improve development outcomes and reduce environmental impacts across the SIR.
- Working with a range of partners to better understand a lower water future and the implications for the region (ie One Basin CRC and Goulburn Murray Water Leadership Group).

Customer, community and engagement

Ensure that all aspects of service delivery will be customer and community-centred.

The Goulburn Broken CMA continued implementing its Engagement Strategy. This strategy aims to support, promote, and build capacity in our community networks across the catchment. Communication of relevant events, key messages and case studies continued throughout the year, with the CMA having key groups identified for community engagement and partnerships including:

- The SIRPPIC and sub-groups such as Farm and Environment Working Group and Drainage Working Group
- Landcare Network Chairs Group
- Yorta Yorta Nation Aboriginal Corporation and Taungurung Land and Waters Council (and associated consultation forums)
- Goulburn Broken Local Government Biodiversity Reference Group
- Municipal Catchment Coordinators Group
- Environmental Water Advisory Groups (3)
- Goulburn Murray Resilience Task Force
- Regional Partnerships
- Goulburn Broken Partnership Team

These groups feed into a much larger community network of around 96 community NRM groups covering 5,089 members. This includes the ongoing use of Landcare facilitators and coordinators who support the delivery of many projects across the catchment.

The Goulburn Broken CMA continued implementing its RCS Pledge process to enable the community to engage and support the implementation of the strategy. As of June 2025, 61 individuals and 30 organisations had signed to the pledge. As part of developing the RCS mid-term review, consultations were undertaken with key communities and partners. Through ongoing partnership with Landcare, extensive engagement continued with those community networks. The development of an interactive map on the Goulburn Broken CMA website provided updated information about Landcare and Community NRM network activities.

As part of developing new flood studies Goulburn Broken CMA undertook community sessions in specific areas. The SIRLWMP 2050 also consulted community in developing a new critical attribute of resilient community which has set outcomes and actions to support and build regional community resilience and capability.

Recognise Aboriginal values

Promote self-determination of Traditional Owners, including by supporting the Treaty process as required. Support the implementation of Water is Life: Traditional Owner Access to Water Roadmap by building formal partnerships with Traditional Owners in waterway and environmental water management and decision-making and promote access to waterways and water for cultural, spiritual and economic purposes.

The Goulburn Broken CMA continued to engage with Traditional Owners with a focus on relationship building, partnership agreements, strategy, project planning, joint project teams and prioritised service delivery on Country and also continued to support government policy initiatives such as 'Water is Life' including identifying opportunities and challenges to success.

The Consultation forum between Goulburn Broken CMA and Yorta Yorta Nation Aboriginal Corporation continued with a focus on keeping each other updated on respective initiatives and identifying opportunities to co-design and share delivery of projects that heal Country and facilitate involvement of Traditional Owners in catchment management.

Both of the Registered Aboriginal Parties' NRM works crews – Woka Walla and BIIK Cultural Land Management, were engaged to deliver on-ground project works on Country.

TLaWC and the Goulburn Broken CMA have worked closely in the Waring Flagship project to identify ecologically and culturally important wetland sites along Waring (mid Goulburn River). TLaWC and the CMA are co-designing and co-delivering all aspects of the project, including the planning and delivery of on-ground 'healing Country' works and environmental water opportunities to those sites. Goulburn Broken CMA has supported TLaWC's seasonal watering proposal and planned environmental water delivery to Molesworth Lagoon, which represents a positive step forward for Traditional Owner led, place-based environment water management and in meeting important 'Water is Life' outcomes.

TLaWC has identified significant cultural wetland sites and is involved in the planning and delivery of environmental water to selected sites including Horseshoe Lagoon.

Goulburn Broken CMA has been proactive in capacity building of CMA staff to understand and implement our obligations under the *Aboriginal Heritage Act 2006* and the *Traditional Owner Settlement Act 2010*. Relevant procedures, processes and training have been developed to guide staff in this area.

In 2024 the Goulburn Broken CMA developed its third Reconciliation Action Plan and early implementation of the two-year plan is tracking well.

The Goulburn Broken CMA continued to work with YYNAC and TLaWC to build formal partnership agreements and has worked to align strategic input into strategy development and review, funding submissions and onground delivery. A renewed MOU with YYNAC was drafted, and implementation of two Aboriginal Cultural Heritage Land Management Agreements across Taungurung and Yorta Yorta Country occurred. The Goulburn Broken CMA is also a key partner in TLaWC's Corop Wetlands Cultural Waterscape Program, as per the Statement of Commitment to heal and care for this waterscape (see case study on page 15).

The Goulburn Broken CMA continued to apply the Taungurung Recognition and Settlement Agreement as part of project delivery and incorporate RSA requirements into supporting organisational processes such as Land Use Activity Agreement notifications.

Resilient and liveable cities and towns

Contribute to healthy communities and support resilient, liveable environments.

The Goulburn Broken CMA has continued to participate in the Goulburn Broken Integrated Water Management Forum through its active membership, which has supported the delivery and identification of shared project opportunities and fostered partnerships. The Goulburn Broken CMA has also commenced the process to employ a dedicated officer to support and coordinate a regional Goulburn Broken Integrated Water Management Forum to further expand and strengthen regional integrated water management.

The Goulburn Broken CMA has continued to actively support the RiverConnect program and its continued growth in the Shepparton/Mooroopna area. This program enhances waterway focused engagement and educational opportunities with urban and peri urban communities in or near the lower Goulburn and Broken Rivers.

Through the renewed RWS development process, Goulburn Broken CMA has engaged the community to understand waterway values and articulate the benefits of waterways in improved urban liveability, ensuring these values are reflected in outcome and regional priority setting.

The Goulburn Murray Irrigation District (GMID) Resilience Strategy has been developed and is now one of the key tools for the engagement of the broader regional community as part of implementation. The strategy moves the region on a path to greater collective strength under the Resilience Framework. This will require a collective shift in ways of operating from all stakeholders.

Recognise recreational values

Support the well-being of communities by considering recreational values in waterway planning and management.

Goulburn Broken CMA continues to strengthen relationships and improve information sharing with recreational users of waterways. Strong partnerships have been forged with recreational angling groups with support of other government agencies such as Victorian Fisheries Authority, The Australian Trout Foundation and Native Fish Australia.

Goulburn Broken CMA has continued to actively co-plan and co-invest in shared events and initiatives with angling groups within the catchment throughout the year, such as Hughes Creek. This partnership with recreational anglers and on-ground works will continue to be a strong focus of EC6 program delivery.

Acknowledging and supporting environmental, cultural, social, recreational and economic values is key to Victoria's waterway management framework. The recognition of these values and the need for waterway management outcomes and priorities to actively support and include many of these values, will be a key consideration in the renewal of the RWS. In 2025-26, the RWS renewal process will continue, with Goulburn Broken CMA seeking input from the catchment community, Traditional Owners and other stakeholders who hold these values to help shape the renewed RWS.

Program delivery will continue to involve engagement with recreational interest groups and community interests in waterway stewardship. For example, a range of recreational interests in planning and delivering environmental water are represented on the environmental watering advisory groups and anglers are directly engaged and involved in waterway restoration activities.

Recreational value representation has expanded in the membership of the three environmental water advisory groups and environmental water planning considers recreation values. Where practical and where ecological outcomes were not compromised, the timing of environmental water deliveries were adjusted to accommodate recreational events and key holiday periods, for example adjusted timing to accommodate the opening weekend of the Murray Cod fishing season and other significant events.

Goulburn Broken CMA is continuing to improve its information for recreational users about environmental water timing, benefits and outcomes (including on supporting native fish population and their recovery). Periodic seasonal updates continue to be provided online and in the media about river conditions and flows to engage the public more broadly about how waterway health supports recreational values.

Broader community understanding and acceptance of the value of environmental watering is incrementally improving but is continually challenged by the affordability and availability of water used for productive agriculture, the timing of environmental water deliveries with an ecological focus around high recreational use times, the increased water delivery needs and demands downstream and concerns about the impacts of events such as the recent major floods.

Leadership, diversity and culture

Reflect the diverse needs of the community and develop strategies and goals that will increase cultural diversity in the workforce and gender equity in both executive leadership and throughout the organisation.

The Goulburn Broken CMA has integrated valuable insights from its 2017-2022 Diversity and Inclusion Plan and is compliant with the *Gender Equality Act*. Our comprehensive approach now encapsulates these elements into a unified 'Our People' workforce strategy, ensuring a constructive and high performance culture.

The Goulburn Broken CMA has continued to implement strategies to achieve gender equality and reduce the gender pay gap.

The annual People Matter Survey (PMS) and Organisational Culture Inventory will continue to serve as a critical tool as a yearly snapshot that helps measure the effectiveness of workforce strategy actions and implement data-driven improvements.

Goulburn Broken CMA remains committed to the ongoing implementation of the Flexible Workforce Framework, which mirrors the evolving nature of our modern workforce. This framework is pivotal in sustaining the capabilities of our employees, thereby enabling them to meet and exceed our strategic outcome requirements.

To support development of youth and Indigenous leaders in the community, two mentee roles were developed for the Board, one for an Indigenous associate and the other a youth delegate. Both roles have been engaged for a 12-month period.

The Goulburn Broken CMA participated in the annual public sector PMS with a 89 per cent response rate and an employee engagement index of 77, up from 69 in the previous year. The survey showed a reduction in negative behaviours and a significant improvement in flexible work arrangements, manager leadership and satisfaction with work/life balance. There were also major improvements in senior leadership, stress prevention, learning and development and workload management from the previous year's results.

The Enterprise Agreement renewal process was completed with a number of changes implemented including accrued days off, a new performance review and development process, and access to cultural and ceremonial leave.

The annual Board assessment was completed and submitted to the Minister on 31 August 2024.

Performance and financial management

Commit to delivering integrated catchment management, including leading the implementation and monitoring of catchment partnership agreements.

The Goulburn Broken CMA has continued as a member of Vic Catchments and as an active member of the Regional Investment Coordinators Group which collaborates with DEECA on reporting processes and systems.

Organisational key performance indicators (KPIs) have been established in conjunction with management and the Board. Reporting against these KPIs to management and the Board is completed bi-annually and will be included in the Annual Report.

Continued implementation of the State-wide Catchment Indicators, as developed through the RCS renewal, with reporting under this framework is included in this Annual Report.

The Goulburn Broken CMA contributed to the Vic Catchment's Action and Achievements Report and continued to be an active contributor to Vic Catchment's focus groups including chairs, CEOs, strategy, floodplain, waterways, sustainable irrigation and corporate areas.

The Goulburn Broken RCS Monitoring, Evaluation, Reporting and Learning Plan continued to support the delivery and collection of information to inform progress against the high-level outcomes of the Goulburn Broken RCS.

The Goulburn Broken CMA continued to lead management the Microsoft Dynamics 365 (MS D365) financial system shared across seven CMAs, state-wide CMA Teams collaboration platform used by all CMAs, and shared firewall for five CMAs. Development of the shared financial system continued with focus on improving system governance, technical support and reporting.

Goulburn Broken CMA is compliant with mandated State purchase contracts for 2024-25. Goulburn Broken CMA had no non-compliance areas against the Standing Directions 2018 for reporting at the end of 2024-25.

The Goulburn Broken CMA has been heavily involved in the State-wide Occupational Health and Safety (OHS) Compliance project, which commenced in 2024-25.

Customer data protection

Committed to the protection of its data, the Goulburn Broken CMA has continued to mature its Information Security Framework which has included cyber awareness campaigns and training for traditional information and emerging technologies including the use of Artificial Intelligence while ensuring significant investment in cyber security systems.

Following a full review of the Goulburn Broken CMA's compliance to the Victorian Protective Data Security Standards (VPDSS) the Protective Data Security Plan was updated with a continued focus on improving employee awareness, updating governance documents, improving information management practices, using information security indicators and assessing third party risk to create a greater alignment with procurement and implementation activities.

Goulburn Broken CMA maintains a risk-based Incident Management Framework which ensures data breaches are managed with an organisational context with board level oversight. A Cyber Security Incident Response Procedure provides operational guidance to respond to cyber events and ensures the Victorian Government Cyber Incident Response Service (CIRS) and other key government stakeholders are engaged in the event of a cyber incident. Information assets were reviewed to identify current business level impacts as per the Office of the Victorian Information Commissioner (OVIC) and a Notifiable Data Breach Response Plan ensures individuals impacted by a data breach are notified as per the Office of the Australian Information Commissioner (OAIC) standards and *Privacy Act 1988*. No cyber incidents were reportable to CIRS, OVIC or OAIC during the year.

Through internal policy and procedure updates the Goulburn Broken CMA aimed to clearly outline how it collects, uses, discloses, stores, secures and disposes of personal information, in accordance with the Victorian Information Privacy Principles, the *Privacy and Data Protection Act 2014* (Vic), and, where applicable, the *Privacy Act 1988* (Cth) and the Health Privacy Principles. To support organisational awareness, all staff were provided governance training during the year to ensure understanding of their responsibilities under these frameworks.

Cyber security

Goulburn Broken CMA acknowledges the ongoing and emerging risks of cyber security to Victorian Government entities and the delivery of our services. Goulburn Broken CMA continues to mature its cyber security systems and Information Security Framework by increasing employee awareness while improving and investing in technical controls. The organisational risk management framework is used to identify, assess, evaluate and treat cyber security risks with cyber security recognised within the organisational strategic risk register with related emerging risks and controls reported to the Board.

Goulburn Broken CMA has adopted the 'Essential Eight' (E8) Maturity Model provided by the Australian Cyber Security Centre in addition to the VPDSS to support cyber maturity assessment of its systems and an annual self-assessment of the E8 was completed via the Victorian Managed Insurance Authority cyber maturity benchmark process.

Key achievements include reviewing and testing the Major Incident Response Plan, updating key disaster recovery plans and leading a state-wide CMA project to improve cyber governance within the sector that developed a system security risk assessment process and identified cyber training opportunities. Technical controls improved included updated continuous cyber monitoring, expanding its system security assessments and increasing employee training and awareness. Major upgrade(s) were completed for the security information and event management system and the perimeter firewall ensuring modern, resilient and cost-efficient services secure the organisation's information assets. Goulburn Broken CMA onboarded to the new Victorian Government Cyber Security Portal and Threat Intelligence sharing platform to ensure rapid access to the latest cyber threat indicators within our cyber defence systems.



3. Catchment Condition and Delivery Highlights

This section explains the long-term condition of the catchment and what was achieved in 2024-25, using statewide themes of land, water, biodiversity, and community, as well as the Goulburn Broken CMA's focus on sustainable irrigation.

Key factors affecting catchment health and how it's managed

The success of on-the-ground management work depends a lot on the bigger picture – especially the condition of the catchment, including the climate at the time and how much capacity the Goulburn Broken CMA and its partners have to do the work. Many of the underlying factors that influence changes in catchment health and how it's managed are shared across multiple areas or themes. Agriculture is changing, many native plant and animal species are declining, water issues are becoming more complicated, farmland is being used differently and more rural areas are being urbanised.

Although major natural events or actions can have a big impact, the overall condition of the catchment usually only changes noticeably over a long period of time (more than 10 years).

This is because many connected factors influence it, such as:

- Climate change
- New technologies
- A shift toward a service-based economy
- An increase in urbanisation
- An ageing population
- More demands and competition for public funding
- Changes in how land is used
- A growing role and recognition of Traditional Owners and First Nations People
- Water being treated as something that can be bought and sold.

Following a series of wetter years, the catchment was dry through spring and early summer and some areas had their lowest rainfall on record during autumn. Water levels in Lake Eildon and Lake Nillahcootie dropped significantly in 2024-25 (see graphs on next page). Irrigation and environmental plans and actions were adapted to better align with available water resources.

Management had used the wetter years to strengthen natural environments like rivers and wetlands, as well as systems that rely on water and land, such as irrigation farming. Recent-year floods of 2022, 2023 and early 2024 once again influenced on-ground activities. Efforts to repair flood damage continued, especially in the southern part of the catchment.

FIGURE 7: MONTHLY RAINFALL 2024-25 AT SHEPPARTON AIRPORT AND LAKE EILDON, MM

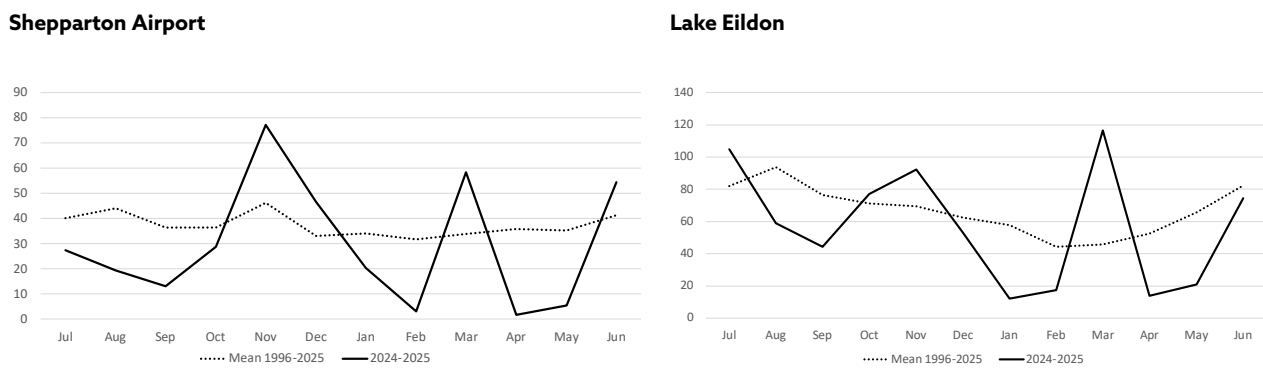
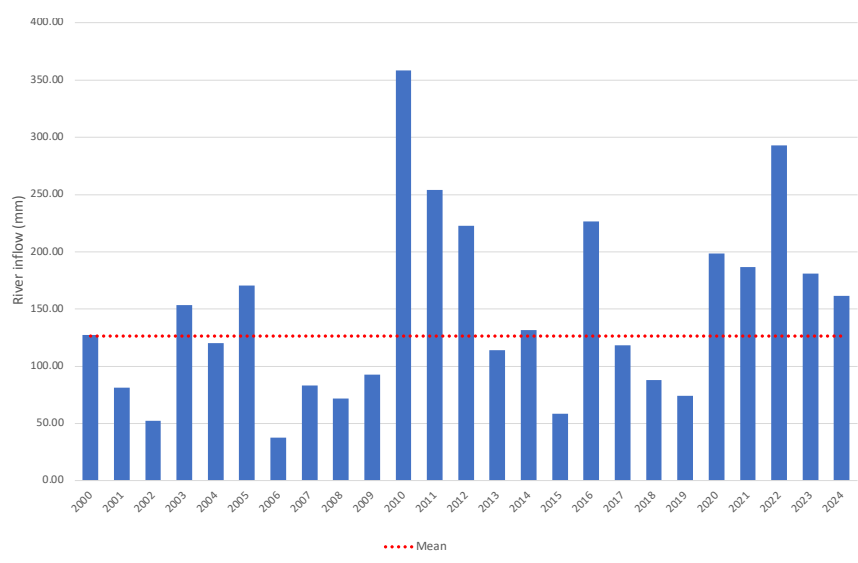


FIGURE 8: ANNUAL RIVER INFLOW GOULBURN BROKEN CATCHMENT⁽ⁱ⁾, MM



(i) Data source: www.ausenv.online, 2024 report

FIGURE 9: WATER STORAGE VOLUME AT LAKE EILDON

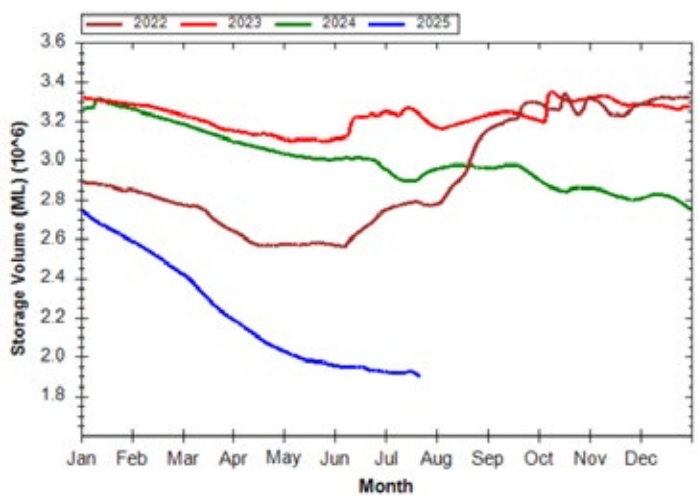






















TABLE 3: CATCHMENT CONDITION AND MANAGEMENT: OVERALL ASSESSMENTⁱ

THEME	CONDITION 2022-23		MANAGEMENT 2024-25	SUMMARY COMMENT
	RATING	TREND	RATING	
 WATER	 Moderate	 Concerned	 Satisfactory	See catchment condition descriptions in this section and the table on page 39. The 2024-25 condition rating categories shown later in this section are consistent with the RCS. The condition of each theme might have changed since 2022-23.
 LAND	 Moderate	 Neutral	 Satisfactory	
 BIODIVERSITY	 Poor	 Concerned	 Below expectations	
 COMMUNITY	 Moderate	 Neutral	 Satisfactory	
 INTEGRATED CATCHMENT MANAGEMENT	 Good	 Neutral	 Satisfactory	

(i) Possible ratings for overall catchment condition: Good, Moderate, Poor; Trend: Positive, Neutral, Concerned, Highly concerned

(ii) Possible ratings for overall management and statewide indicators – Above expectations, Satisfactory, Below expectations; Not applicable






















Investment received to undertake programs

The table below represents the investment (funding) received from government and other sources within each theme. In 2024-25, the Victorian Government's EC6 funding started and it was the second year of the Australian Government's NHT four-year funding program. Note that government investment in the "integrated catchment management" theme occurs via each of the four key themes and so is not separated for accounting purposes.

THEME	2020-21 \$000	2021-22 \$000	2022-23 \$000	2023-24 \$000	2024-25 \$000
Water					
Waterways	4,868	6,571	5,760	5,606	3,462
Sustainable Irrigation	4,074	5,971	5,164	1,391	3,289
Floodplain Management	1,025	868	1,637	2,662	2,334
Biodiversity	2,876	2,838	2,514	1,608	2,768
Land	622	501	420	104	134
Community	926	1,144	732	642	513

Management achievement summary 2024-25

The table below shows how well the Goulburn Broken CMA delivered its programs and activities for 2024-25 in each theme. The ratings are based on how well the planned activities and goals were achieved. To decide the overall rating, the CMA uses statewide indicators listed in the table, along with others used by the Goulburn Broken CMA, especially those mentioned in the detailed theme highlights in the next sections. You can find more details about how this assessment works in Appendix 1: How to interpret Catchment Condition and Management Assessment.

THEME STATE-WIDE INDICATOR	ACHIEVED	TARGET	MANAGEMENT RATING ⁽ⁱ⁾	COMMENT AND REFERENCE
 WATER	Overall		 Satisfactory	Reflects generally drying catchment conditions during 2024/25 which saw flow stress and low inflows in many unregulated streams however reasonable regulated water resource availability. Conditions remained good for on-ground delivery and monitoring (see page 71-72).
Extent of protected or improved riparian land (ha)	68	50	 Above expectations	Measured from riparian area fenced (weed control and revegetation were also key contributing activities; see page 57).
Environmental flow compliance	See comment at right		 Satisfactory	Water for the environment was delivered in accordance with VEWH processes, with assistance and cooperation of partners. Most priority watering actions were achieved at all sites (see Appendix 3).
Water Act permits (no.)	107	90	 Above expectations	Works on Waterway permits (see page 56).
Statutory advice (no.)	1,230	800	 Above expectations	Includes advice and referral responses (see page 56).
 LAND	Overall		 Above expectations	See page 46.
Area of improved Agricultural Practices (ha)	2,747	1,092	 Above expectations	Based on Sustainable Irrigation Program's whole farm plans (see next).
Number of property plans	27	12	 Above expectations	Whole farm plans completed (see page 74).
 BIODIVERSITY	Overall		 Above expectations	See page 40.
Vegetation (ha)	299	186	 Above expectations	Remnant vegetation fenced and indigenous vegetation planted (see page 44)
Pest herbivore and predator control (ha)	7,632	7,632	 Above expectations	Achieved targets that were set at a high level. See page 50. No AgVic rabbit control targets due to biosecurity management in 2024-25.
Weed control (ha)	2,513	797	 Above expectations	See page 50.
 COMMUNITY	Overall		 Above expectations	See page 61.
Number of partnerships	83	51	 Above expectations	Partnerships continue to drive RCS delivery.
 INTEGRATED CATCHMENT MANAGEMENT	Overall		 Satisfactory	
Number of formal partnership agreements with Traditional Owners / First Nations	2	3	 Satisfactory	2024 Goulburn Broken CMA and TLaWC Aboriginal Cultural Heritage Land Management Agreement. 2014 Goulburn Broken CMA and YYNAC MOU under review. Both Registered Aboriginal Parties signed the Goulburn Broken Catchment Partnership Agreement.

(i) Possible ratings for overall management and state-wide indicators: Above expectations, Satisfactory, Below expectations; Not applicable.



Biodiversity theme

Biodiversity means the variety of all living things – plants, animals, and fungi – and how they interact with each other and their environments. It also includes the differences within species (genetic diversity) and the ecosystems they live in.

Biodiversity is important for people in many ways. It supports cultural connections to the land, provides essential services such as clean water, healthy soil and pollination, and creates beautiful natural places for people to enjoy.

Because biodiversity plays a vital role in how natural and human systems work together, it's included in all areas of managing natural resources. However, to make planning and reporting clearer – including in this Annual Report – the Goulburn Broken CMA also looks at biodiversity separately from other natural features like land and waterways.

Since it began in 1997, the Goulburn Broken CMA has been working to protect and improve biodiversity. It has reviewed and updated its biodiversity strategies in 2000, 2004, 2010 and 2016 to keep improving its long-term approach. The biodiversity strategy and the biodiversity part of the regional catchment strategy are implemented through the Victorian Government, Australian Government and other fund sources.

The Goulburn Broken CMA will continue delivering Victorian and Australian government-funded projects and advocate for funding to implement the RCS, Biodiversity 2037 and the Catchment Biodiversity Strategy.

Catchment condition for biodiversity¹

The graphs below show how two key types of biodiversity – biodiversity in and near streams and wetlands (riparian and aquatic) and biodiversity on other land (terrestrial) – have changed since 1990, and the long-term risks to reaching their desired condition. These two types are closely linked and often overlap. While the difference between them often is subtle, it is helpful to look at them separately because they are usually managed in different ways.

The Goulburn Broken CMA is working to build healthy, resilient ecosystems. A key focus is on improving and expanding natural habitats (extent) so that native species, including those that are threatened, can survive, grow and adapt over time.

Many ecosystems – and the plants and animals that live in them – are at risk of disappearing. This is shown by their conservation status at national and state levels.

Native flora, fauna and water are critical for biodiversity.

Improvements in connecting isolated trees to larger areas such as river areas and wetlands have assisted many threatened species such as the Bush Stone-curlew, Grey-crowned Babbler, Superb and Swift parrots, and Brolga. Increased funding is critical to making a change.

1. The condition of the catchment is reviewed through a deliberative process led by Goulburn Broken CMA senior managers, using a wide range of evidence to understand how resilient the catchment is. More details about this process can be found in Appendixes 1 and 2 (pages 130 and 133).

BIODIVERSITY

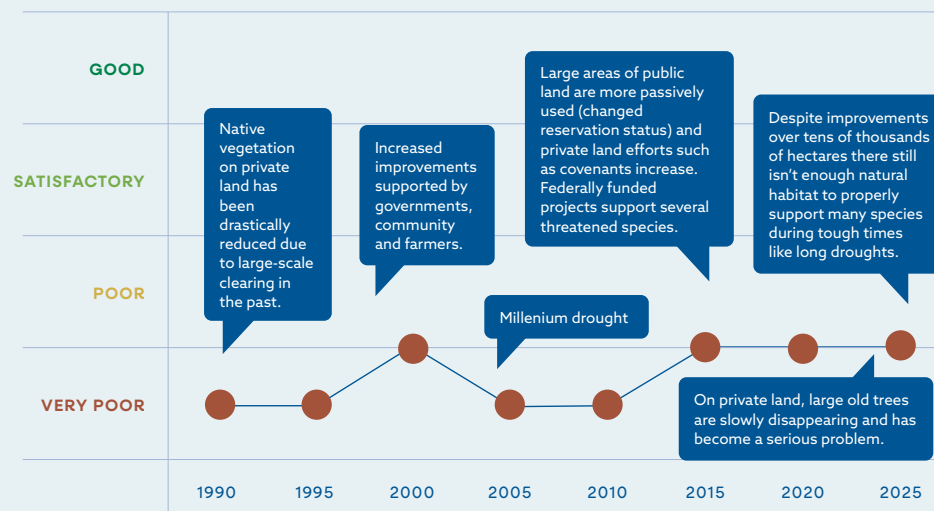
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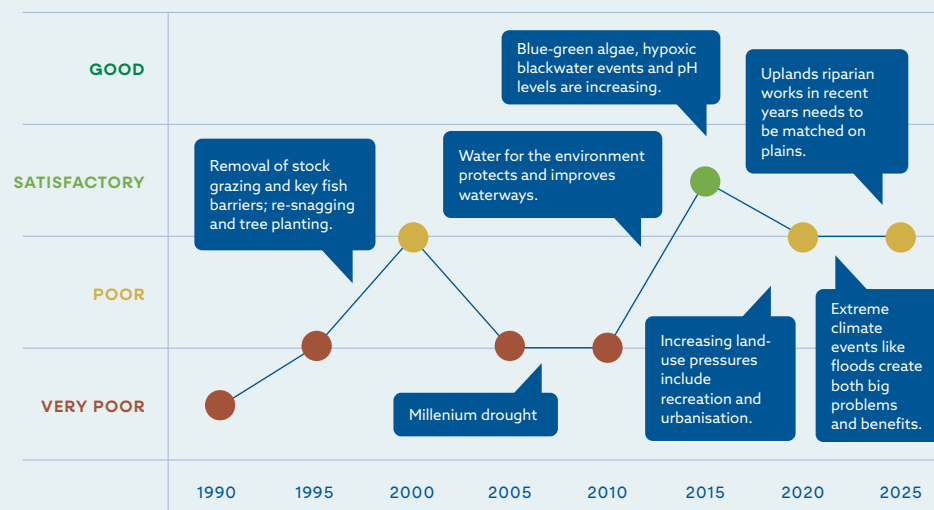
BIODIVERSITY: TERRESTRIAL

LONG-TERM RISK
(GIVEN CURRENT SUPPORT):



BIODIVERSITY: RIPARIAN AND AQUATIC

LONG-TERM RISK
(GIVEN CURRENT SUPPORT):



TERRESTRIAL BIODIVERSITY CONDITION

The extent and quality of native vegetation is key to how well terrestrial biodiversity functions and how species survive.

Native vegetation on private land helps connect to nearby public land, allowing animals and other species to move around their range more easily. Large scale historic clearing of native vegetation on private land has drastically reduced available habitat. In 1990, salinity and waterlogging (especially in the Shepparton Irrigation Region) and grazing were seriously damaging remaining native vegetation. Clearing still happens today, legally and illegally, such as cutting down large old trees and ploughing of native grasslands, and this continues to cause serious damage. Together with landholders and partners we continue to work to improve retention and quality of native vegetation.

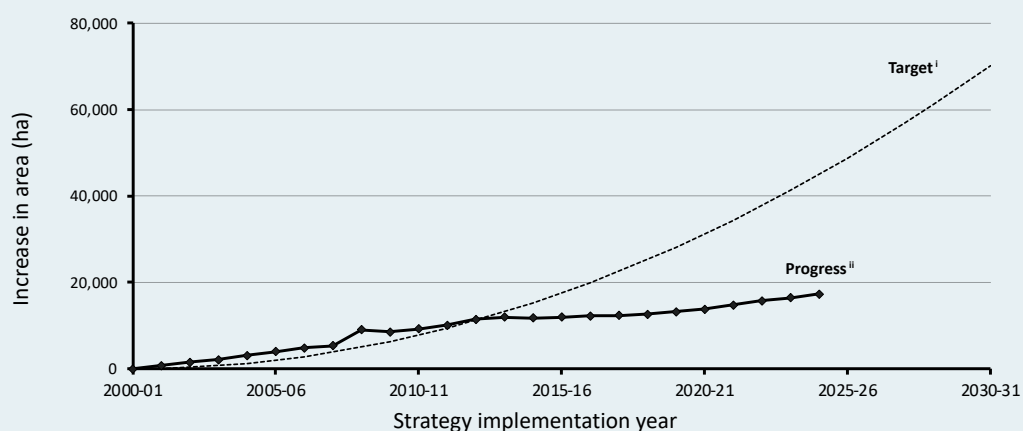
On public and private land, the quality of native vegetation varies from poor to good, but it continues to face ongoing threats, many of which are made worse by climate change, such as more frequent bushfires, changes in fire patterns, illegal firewood collection, erosion and the spread of pest plants and animals.

Native vegetation on private land has good quality in areas managed for conservation, including those protected by long-term conservation and short-term management agreements. The outcomes for species and communities are a continuous decline if nothing is done to protect and improve native vegetation extent and condition.

To stop the decline in biodiversity, we need to build on the long history of great work already being done by landowners, community groups and organisations to protect, replant and connect areas of native vegetation. Results have been encouraging where funding and effort have been put in on many large sites, such as Winton Wetlands (8,750 hectares), numerous Trust for Nature covenants on private land (9,905 hectares since 1991), long-term projects through Catchment Management Authorities and other organisations, and changing the purpose of various reserves to more passive uses. However, the amount of native vegetation is growing much more slowly than needed (see graph below). The main reason more vegetation isn't being planted on private land is a lack of funding – not a lack of interest from landholders or communities.

Over the past 10 years, revegetation and grazing management have improved native vegetation on 10,704 hectares of private land, which is about 0.7 per cent of the catchment. However, despite 2024-25 having the highest hectares improved in the last five years, after factoring in vegetation losses during the last 10 years, the actual increase in native vegetation is approximately 0.3 per cent (5,591 hectares). This small gain isn't enough to support the survival of all native species. The line chart below shows overall progress towards the 2030 native vegetation extent target over the past 25 years (see also the bar chart on page 44).

FIGURE 10: PROGRESS TOWARDS NATIVE VEGETATION EXTENT TARGET, INCREASE IN AREA (HA)



(i) Resource condition target (revised 2009): Increase the extent of native vegetation in fragmented landscapes by 70,000 hectares by 2030 to restore threatened Ecological Vegetation Classes and to improve landscape connectivity.

(ii) Several assumptions used to measure progress are documented on the Goulburn Broken CMA's portal.

RIPARIAN AND AQUATIC BIODIVERSITY CONDITION

The condition of riparian and aquatic fauna varies from poor to good. Despite the maintenance of habitat at a number of sites with environmental flows, bird populations seem to be declining because of past habitat loss. Some fish populations have improved substantially with the removal of fish barriers, re-snagging of streams, tree planting and delivery of water for the environment. The extent of aquatic and riparian vegetation varies from poor to excellent, with the best condition on public land and in mountainous areas. Private landholders are increasingly fencing off riparian vegetation to exclude stock and revegetate.

Biodiversity theme actions in 2024-25

Biodiversity work was carried out despite the drier conditions and the late autumn break, which led to revegetation works being undertaken during winter following appropriate rainfall.

The Goulburn Broken CMA continued to work with Landcare groups and networks, Traditional Owners, local landholders, universities, and community groups on several projects to protect native plants and wildlife habitats.

The Goulburn Broken CMA was successful in becoming the Australian Government's Regional Delivery Partner for the catchment (2023-2028), alongside Victorian Government Our Catchments Our Communities funding (2024-2028) which allowed government to directly support and invest in local environmental projects. These include:

- The Landscape Legacies (Federal) project, which focuses on the Nationally Threatened Grey Box Grassy Woodlands and Derived Native Grasslands vegetation community. The second year of this project, with partners, delivered 744 hectares of weed control, 113 hectares of revegetation, 3.3 kilometres of fencing, 89 kilograms of seed harvested, one fauna (bird) and five flora surveys, and two community engagement events. We welcomed a visit from Federal Government representatives in May 2025 to visit project sites.
- Barmah Country (Ramsar) (Federal) project, with partners, delivered in its second year weed control over 319 hectares, pest animal management across 7332 hectares, four wildlife (fauna) surveys, 34 pest animal surveys, 20 weed surveys, and the annual Floodplain Ecology Course (24 attendees from 17 organisations, and

20 presenters). Arthur Rylah Institute completed pig disturbance monitoring with the lowest (2024) and third lowest (2025) levels of disturbance since 2015. Ecology Australia completed fox activity monitoring (camera trapping), while ARI completed monitoring of juvenile freshwater turtle recruitment, to assess effectiveness of ongoing fox control activities. Results showed a decrease in mean fox activity, while turtle monitoring indicated fox control may have improved nest survival at some sites.

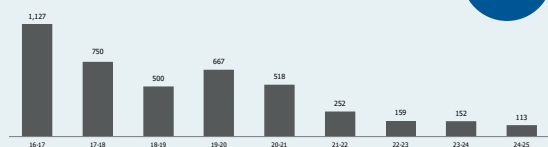
- The first year of the Connecting Culture and Country project, funded by the Victorian Government's Our Catchments, Our Communities Program, achieved 76 hectares of pest plant control, 300 hectares of pest animal control, 16 hectares of revegetation, 700 metres of fencing, 16 hectares of surveys, and four hectares of cultural assessments in partnership with Traditional Owners and other partners. This project focuses on sandhill areas such as Reedy Lake and Gemmill's Swamp. In 2025, as part of this project, the Goulburn Broken CMA launched the Year of the Tree Hollow to help raise community awareness and involvement in protecting old trees and their hollows, which are very important for threatened animals. Thirty-three articles were run in the media in the last six months of 2025. The 56-page 'Bird Book' featuring images of 30 woodland bird species in the catchment was officially released in March 2025 to help community connect with nature.

Native seed is essential for all of this work. We continue to partner with the Euroa Arboretum and the Goulburn Broken Indigenous Seedbank, to support the establishment of seed production areas to grow and harvest large scale volumes of genetically healthy native seeds. In 2024-25, the Euroa Arboretum and the Goulburn Broken CMA renewed a Memorandum of Understanding.

The Goulburn Broken CMA continued to play a vital role in several groups and partnerships focused on protecting nature. These include forums and teams such as the Victorian CMA Biodiversity Managers Forum, Goulburn Broken Native Vegetation Advocacy Group (newly formed in 2024/25), Goulburn Broken Local Government Biodiversity Reference Group, Grey Box Implementation Team, Goulburn Murray Climate Alliance, Goulburn Broken Indigenous Seedbank Steering Committee, Mountain Pygmy-possum Recovery Team and other Communities of Practice.

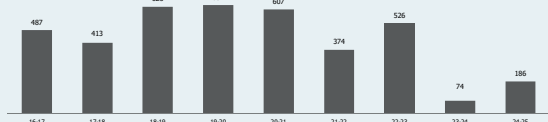
In 2024-25 Trust for Nature and private landholders permanently protected 518 hectares of private land through conservation covenants. In addition, through the Victorian Government's BushBank Program, led by Cassinia Environmental, a further 485 hectares of private land across seven properties in the catchment, were permanently protected, supporting large-scale environmental restoration and improving biodiversity. Since 1991, a total of 9,905 hectares of private land has been permanently protected in the catchment, across 228 properties, with an average size of 43 hectares and the largest a 338-hectare covenant.

See also the Land section (page 46) for details on projects such as the Sustainable Agriculture Facilitator Role and the Climate Smart Agriculture Program.



REMNANT VEGETATION FENCED: 113 HA

Interest in protecting remnants remains high.



INDIGENOUS REVEGETATION (PLANTED): 186 HA

Interest in revegetation remains high and connectivity projects continue to be important in creating resilient landscapes.

What's next for biodiversity?

The Goulburn Broken CMA will continue delivering Victorian and Australian government funded projects and advocate for more funding to support the Goulburn Broken RCS, the Goulburn Broken Biodiversity Strategy and Victoria's Biodiversity 2037.

In 2025-26, key areas of focus are:

- Paddock tree protection and improvement:** Continue to help protect native plants and large old trees in paddocks by raising community awareness and supporting policy changes. The CMA will keep advocating for strong vegetation clearing rules that are enforced to ensure no overall loss of native vegetation. In 2024, local environmental groups joined forces with the Goulburn Broken CMA to form the Goulburn Broken Native Vegetation Advocacy Group and will continue to partner to create change.
- Threatened species:** Advocate for funding so that goals can be met for threatened species such as Buxton Gum, Regent Honeyeater, Superb Parrot and Swift Parrot. We will continue to implement funded projects which improve the extent and condition of native vegetation for threatened species.
- Seed production:** Continue championing improved resourcing and collaboration for seed management, in partnership with the Euroa Arboretum, Goulburn Broken Indigenous Seedbank and Traditional Owners.
- Partnerships:** Coordinate community and partnership forums to improve awareness about biodiversity and encourage teamwork, such as the Goulburn Broken Native Vegetation Advocacy Group and Goulburn Broken Local Government Biodiversity Reference Group, and as chair of the statewide CMA Biodiversity Managers Forum. Collaborating with various partners will help landscape-scale environmental projects succeed.
- Traditional Owners:** Continue partnering with Traditional Owners to support work on Country by aligning project goals. Cultural burning, led by Traditional Owners, will remain a focus on public and private land.
- Biosecurity:** Increase understanding of risks to biodiversity from threats such as Avian Influenza (H5N1) through continued participation in related workshops to remain aligned with national and state risk management policies and procedures.
- Better science:** Keep pushing for better access to science tools that help measure how much native vegetation there is and how healthy it is.
- Strategic review:** Review the Goulburn Broken CMA's 2016 Biodiversity Strategy and the biodiversity section of its 2021 RCS, including climate change.

CASE STUDY

Goulburn Broken Indigenous Seedbank

Extensive past clearing of Victoria's unique native vegetation has led to a significant decline in biodiversity and the degradation of land and waterways across the state. Native vegetation underpins ecosystem function, which in turn supports biodiversity, cultural values, agricultural production, tourism, recreation, climate change adaptation and human wellbeing.

Revegetating previously cleared land with indigenous species requires a large quantity of native seed to grow seedlings and to direct-seed large areas of land. Currently the native seed availability in the catchment is under supplied. This shortfall is due to seasonal variation, high labour costs to collect and limited access to healthy populations of species. Currently, the native seed industry in Victoria is struggling to meet growing demand, with significant shortfalls in volume and species diversity.

Capturing seed from indigenous plants is a complex process that requires ongoing modifications and efficiencies by Goulburn Broken Indigenous Seedbank staff to increase supply and reduce labour.

The Goulburn Broken Indigenous Seedbank, in partnership with the Euroa Arboretum, First Nations organisations and Goulburn Broken CMA, is building its capacity to increase the volume of high quality

genetically diverse native seed collection through establishing targeted seed production sites around the catchment.

Seed Production Areas enable targeted populations of species to be grown in the nursery and planted together at a site to be eventually harvested at scale, rather than relying on seed collection from wild populations. An initial seed production site at Avenel is a major first step in meeting the ambitious goal of 100ha of seed production areas with the aim to provide 1,000kg (one tonne) of seed from 75 diverse species in the next five years. This would be enough to revegetate 1,600ha of cleared land.



Ruby Saltbush (*Enchylaena tomentosa*) seed.



Cathy Olive (Euroa Arboretum) and Carly Rickerby (Australian Government) at the Goulburn Broken Indigenous Seedbank.



Land theme

About 70 per cent of the Goulburn Broken catchment is privately owned, mostly used for farming, with growing interest in solar, tourism and biodiversity. Rising land values are driving subdivision and urban spread, especially in the south. Changing commodity prices are changing the types of land use in the catchment, with an increase in cropping and horticulture in some areas.

Public land (30 per cent) is mainly for conservation and tourism, increasingly co-managed with Traditional Owners. Recreational use is rising, along with issues like rubbish, illegal firewood collection and invasive species. Changes in land use laws and opportunities in the carbon and biodiversity markets is increasing forestry plantations on private land and potentially alternative income streams for farmers.

Catchment condition for land²

This summary focuses on soil health for farming and how land is used and managed on private and public land.

Land is used in many different ways, so it's hard to judge its overall condition in a way that suits every use. What's considered good for one purpose might be bad for another.

The Goulburn Broken RCS states land is in good condition when it can be sustainably used to support the purpose of the land, which usually means it can sustainably support healthy natural systems, provide environmental benefits and contribute to cultural, lifestyle, and economic goals.

Land and soil across the catchment are fundamental to the natural environment, supporting ecosystems and the lifestyle and livelihood of the community. The Goulburn Broken RCS land theme vision is of a 'diverse and productive landscape with healthy, functioning soils'. The RCS uses indicators including plant diversity, ground cover, soil organic carbon and soil acidity to assess land condition.

More recently, climate change and carbon goals have encouraged private landowners to focus more on using natural systems – like storing carbon in the soil and providing shade and shelter – to deal with climate change and reduce emissions. The farming industry is also working on new technologies to boost crop yields, protect the environment and cut emissions. One example is better ways to manage leftover crop stubble.

2. The condition of the catchment is reviewed through a deliberative process led by Goulburn Broken CMA senior managers, using a wide range of evidence to understand how resilient the catchment is. More details about this process can be found in Appendixes 1 and 2 (pages 130 and 133).

In the past, private land was often cleared and heavily grazed, which has made the landscape in many areas of private land, simpler and less diverse. Many native plants have disappeared, including long-living grasses, herbs, shrubs, legumes, summer-growing grasses and scattered paddock trees. The native vegetation removed is usually replaced with less diverse pastures or single crops. Sometimes the land is left bare or not actively growing, which can lead to more weeds and issues during drought. These changes increase the risk of bare soil, soil becoming more acidic, and loss of organic matter – making the land less productive over time. However, more private landowners are now becoming interested in bringing back native vegetation corridors and increasing plant diversity in their grazing and cropping systems.

Since 1990, large areas of public land have been used more for conservation and less for activities like stock grazing or collecting firewood. The creation of the Lower Goulburn National Park and protection of other public reserves in 2010 led to changes in management and land health on public land. These changes aim to protect the environment.

However, limited resources for management actions like maintaining tracks, and removing illegal rubbish, are making it hard to achieve many of the conservation goals. Biodiversity funded projects are working with Parks Victoria and Traditional Owners to undertake public land works such as pest plant and animal control, turtle monitoring and cultural burning in areas such as Barmah Forest, Reedy Swamp, Gemmill's, and other Grey Box reserves (refer to Biodiversity section).

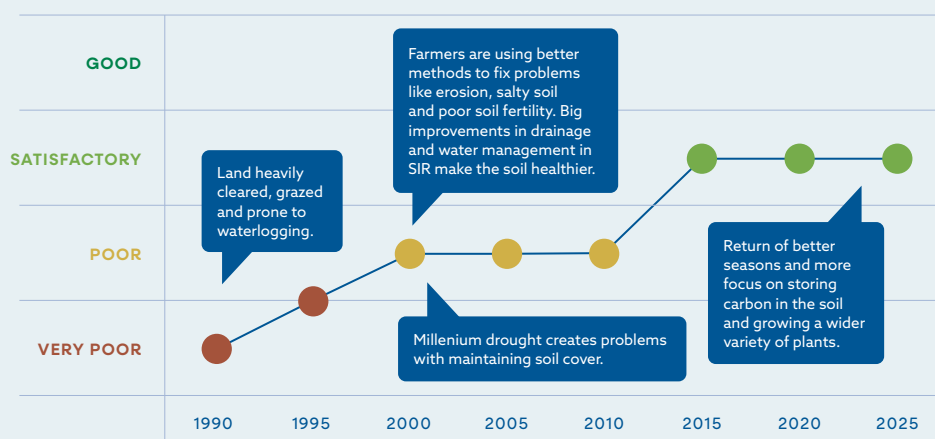
In 2025, the catchment experienced the effects of drought, placing increasing pressure on the farming community, water resources, biodiversity, stream health and the wider regional community. Drought has significantly impacted agricultural production in many areas, leading to immediate issues of reduced yields and increased costs for fodder, irrigation or alternative water sources and concern for the next 12 months and beyond.

The following graphs show how critical attributes of land have changed since 1990 and the long-term risk to achieving their desired condition.

SOILS FOR AGRICULTURE

Indicators like plant diversity, ground cover, soil organic carbon and soil acidity are used to assess land condition.

LONG-TERM RISK
(GIVEN CURRENT SUPPORT):



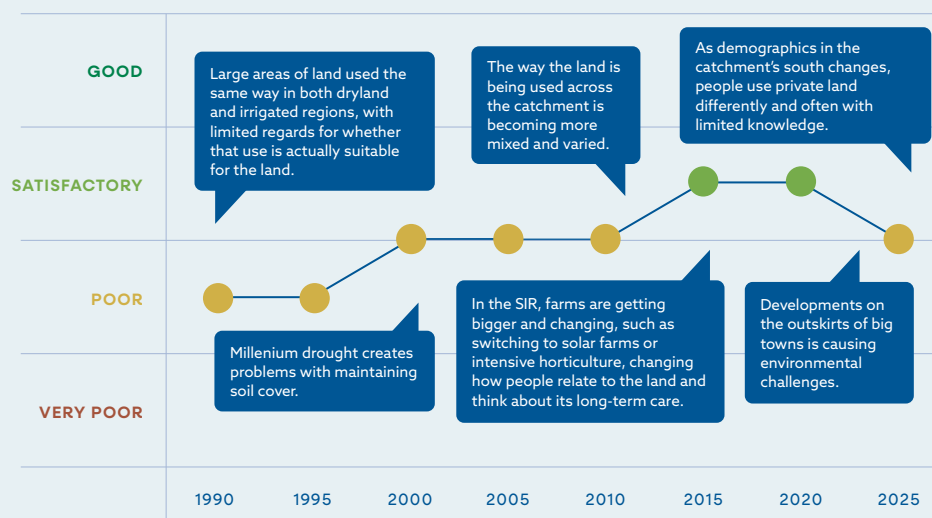
PURPOSE AND USE OF PRIVATE LAND

LONG-TERM RISK
(GIVEN CURRENT SUPPORT):



In the past, private land was often cleared and heavily grazed, which has made the landscape simpler and less diverse. Many native plants have disappeared.

Land-use is becoming more mixed and varied. Aligning the changing purpose of use of many land sites with their most appropriate purpose is often difficult to influence.



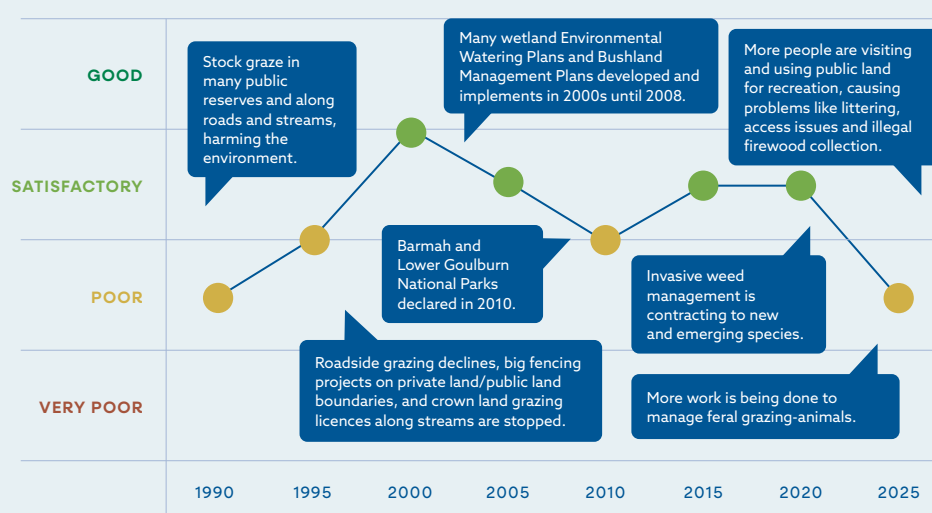
PURPOSE AND USE OF PUBLIC LAND

LONG-TERM RISK
(GIVEN CURRENT SUPPORT):



Public land is now mainly for conservation and tourism and is increasingly co-managed with Traditional Owners.

It is hard to get the best conservation results when there are not enough resources.



Land theme actions in 2024-25

Strong farmer participation in natural resource management shows growing awareness of the link between healthy ecosystems and sustainable farming.

The Goulburn Broken CMA works with partners to help landholders improve soil health, boosting carbon storage, water retention, and productivity. This involves changing management practices in some areas following soil testing, such as increasing soil organic matter and managing acidity, fertility or erosion.

Ground cover and soil carbon are vital for making the most of rainfall and building resilient soils. The amount of cover needed depends on land type, rainfall and use, but seasonal conditions play a big role. Good grazing and cropping practices are essential.

The Victorian and Australian governments support land management through various programs. The Australian Government's Natural Heritage Trust continues to provide funding for the Goulburn Broken CMA to work with and support the agricultural community to implement soil and climate related programs.

- The Climate-Smart Agriculture Program drives agricultural sustainability, productivity and competitiveness by helping the agriculture sector adopt practices to reduce emissions and build resilience to climate change and to drive agricultural growth while adopting sustainable natural resource management practices that protect and conserve natural capital and biodiversity. Year one achievements (in collaboration with industry groups and Landcare Networks) included establishment of four demonstration (test solution) trials, 158 soil tests and related extension with private landholders, 24 workshop and field day events, 19 hectares of revegetation for shade and shelter and dam protection, 23 hectares of improved land management practices through grazing management, nine communication materials, 25 site assessments and seven skills and knowledge surveys. More than 140 people attended a 'Sustainable Grazing – enhancing natural capital' event in Murrindindi, while an event in Toolleen focussed on 'Using native plants to boost beneficial insects' with Heathcote Winegrowers Association.

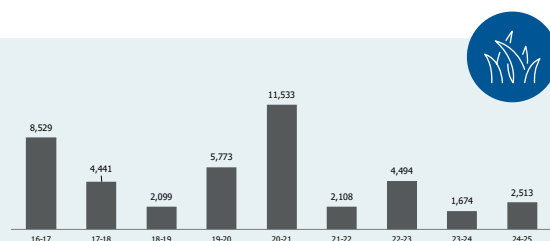
- The Sustainable Agriculture Facilitator continued to support the agricultural community to promote low-emission, climate-resilient farming, help farmers access carbon and biodiversity incentives and support sustainable practices that protect natural capital. This included supporting 16 Landcare and farming systems groups in the region in 2024-25, across 27 field days, farms walks and workshops.
- The National Soil Monitoring Program, in partnership with Vic Catchments and CSIRO, commenced in 2025 to support climate-smart and sustainable agriculture and gather nationally consistent soil data to understand changes in soil biology. Two site assessments have been completed to date, due to a focus on locating sites and developing and signing site access agreements.

The Goulburn Broken CMA continued to coordinate implementation of the Goulburn Drought Resilience Plan (GDRP) as part of the Future Drought Fund's Regional Drought Resilience Planning program (RDRP). In 2024-25, a regional governance group was convened to deliver actions. The GDRP aims to ensure communities are better prepared for and can adapt to the challenges of a changing climate and drought. Mental health and awareness activities included showing the film *Just a Farmer* in four communities to more than 500 people, with the filmmaker, actor and writer, Leila McDonald, attending the Alexandra screening. The film celebrates the strength of rural communities and raises awareness and sparks important conversations about mental health.

In partnership with Victorian CMAs, Agriculture Victoria and Landcare Victoria Inc, the Goulburn Broken CMA continued to deliver the Carbon Farming Outreach Program with funding from the Australian Government under the National Carbon Outreach Program. The program provides independent information and training to Victorian farmers, helping them make informed decisions about carbon farming. In partnership with North East CMA, Murray Region Forestry Hub, Agriculture Victoria, Landcare and Rural City of Wangaratta, a successful forestry workshop was attended by more than 70 people who heard about the opportunities to diversify farm income by unlocking the power of trees for productivity and biodiversity.

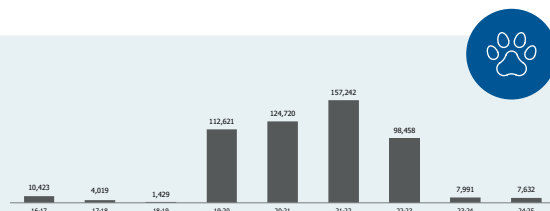
Land and water use mapping and irrigation surveys for regulated diversions river catchments were completed in 2024-25 and unregulated diversions were mapped. These projects contribute to building an understanding of land and water-use changes across the catchment over time.

Weed control by the Goulburn Broken CMA supports native vegetation and revegetation. Floods in 2022, late 2023 and early 2024 worsened invasive plant spread, so current efforts focus on new and emerging species, alongside community work. The CMA continues to support partners in managing pest plants and animals.



WEEDS TREATED: 2,513 HA

Weed control is a focus for the Victorian and Australian governments to improve habitat.



PEST ANIMAL CONTROL: 7,632 HA

Pest animal control is a focus for the Victorian and Australian governments to reduce threats to native flora and fauna and improve habitat.

What's next for land?

The Goulburn Broken CMA will continue to support the community in managing land health. In 2025-26, the main focus will be:

- **Information and education:** Continue coordinating education and information-sharing across agencies to grow the land health network, including topics like natural capital and environmental services from farms. Continue to partner with industry, farming and Landcare groups and networks on a coordinated regional effort.
- **Training and extension:** Promote training and extension opportunities that encourage better land management practices, including staying open to opportunities to train and advise farmers on using low-emission technologies and practices. Continue to collaborate with partners to increase opportunities to work together rather than compete.
- **Program implementation:** Support Landcare, community and industry groups to run land health and sustainable farming projects, including helping farmers understand and manage soil and vegetation carbon. This includes working with government and partners to deliver environmental protection, sustainable farming and natural resource management services.
- **Rubbish dumping:** Reports of people dumping rubbish illegally on public land have prompted education campaigns to urge residents to use legal disposal methods and tougher laws and penalties to stop illegal dumping.
- **Funding advocacy:** Continue to implement and advocate for national programs like the Natural Heritage Trust and Future Drought Fund through a coordinated regional process to increase resource efficiencies.
- **Strategic review:** Review the 2017-2020 Goulburn Broken Land Health Strategy to identify key future actions.

CASE STUDY

Building Drought Resilience in Agriculture – Goulburn Drought Resilience Plan

Drought poses serious challenges to agriculture, resulting in reduced crop yields, livestock losses and financial hardship for farmers and regional communities. In response, the Australian and Victorian governments are partnering with regional organisations such as Catchment Management Authorities through the Future Drought Fund's Regional Drought Resilience Planning program, to develop and implement drought resilience plans and drought preparedness initiatives.

The Goulburn Drought Resilience Plan was published in late 2023 and identifies priority actions to help communities better prepare for and adapt to the impacts of drought and climate change. It covers five Local Government Areas, ensuring a coordinated and locally informed approach to resilience planning.

Since 2024, the Goulburn Broken CMA has been funded through the Future Drought Fund to coordinate implementation of the GDRP to bring the plan to life, create a central point for sharing information and build awareness, skills and adoption of drought preparedness actions in the agricultural community.

In 2025, as drought impacted farmers and regions across Victoria, programs under the Future Drought Fund continued to support drought resilience and preparedness. The Victorian Government provided additional support for drought response initiatives.



Just a Farmer screenings were held across the Goulburn Broken catchment to raise awareness of mental health issues in rural communities.

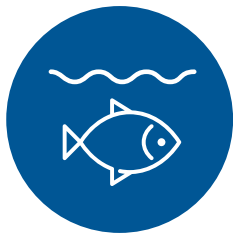
Goulburn Drought Resilience Plan area (by LGA)



Highlights from plan implementation:

- A cross-sector Implementation Governance Group was formed, comprising representatives from Agriculture Victoria, water authorities, local government, health care organisations, education and rural and financial counsellors. This group prioritised actions under the plan.
- More than 500 people attended four screenings of *Just a Farmer*, a film amplifying rural voices and raising awareness about mental health. Each event included support from mental health and community organisations, offering reassurance and referral pathways for individuals and communities.
- A collaborative initiative between Yea District Memorial Hospital, the University of Melbourne and Murrindindi Shire provided free health checks to farmers at the Yea Saleyards on days when sales were on. A key implementation priority is evaluating this model and developing guidelines to extend it to other farming sectors and regions.
- Four 'Occasional Counsellor' training sessions—delivered in-person and online—have equipped rural professionals with practical strategies to support mental health in their communities.
- In partnership with local councils, opportunities are being explored to water community recreation reserves during drought periods. This aims to enhance community wellbeing while improving water use efficiency.

The Regional Drought Resilience Planning program is funded through the Australian Government's Future Drought Fund and the Victorian Government.



Water theme

This section reports on the Goulburn Broken CMA's management of water through its waterways and floodplain management programs. See also the Sustainable Irrigation Program section for further details on the CMA's water management (pages 69-77).

More than 11 per cent of the Murray-Darling Basin's water comes from the Goulburn Broken Catchment. The Goulburn Basin produces a lot more water than the Broken Basin.

The Goulburn Broken catchment is home to 19 of the 46 native fish species found in the Murray-Darling Basin. It's also the most popular spot for inland recreational fishing in Victoria, attracting over a quarter of the State's fishers.

Catchment condition for water³

WATERWAYS MANAGEMENT

Since European settlement, waterways have been heavily impacted by building weirs for storage, diverting stream flows, removing snags (woody debris) and riparian vegetation, using groundwater, invasive plants and animals, stock access, and urban and agricultural development.

Despite population growth, increased development and recreational pressure in many locations, interventions on waterways in more recent times have significantly improved overall water quality, fish populations and amenity.

River health has improved thanks to actions like removing fish barriers, fencing valuable riparian frontage (riparian zones) from livestock, planting native vegetation, improving wastewater management, restoring instream habitats and delivering environmental water. However, issues such as blue-green algae, low-oxygen events, and rising pH levels – especially in the Goulburn River and lower Broken Creek – are becoming more common.

More frequent and increasing climate extremes, urban growth (especially in the south), recreation and changing land use are also putting pressure on waterways.

Floods in 2022 and again in 2023-24 caused erosion and changes to river channels, especially in areas with less native vegetation on the banks, like Hughes Creek and parts of the Goulburn River, Yea and King Parrot creeks. Areas with more native vegetation were more resilient. This shows the importance of efforts to protect banks from livestock grazing, restore native vegetation, manage erosion and control weeds in supporting natural recovery to help maintain long-term river health.

Environmental water use is continuing to improve river and wetland health. New rules now limit water transfers from the Goulburn to the Murray River, helping protect the lower Goulburn. However, rising downstream water demands may threaten ecological improvements in the lower Goulburn River. The Murray River channel near Barmah-Millewa Forest is fragile and also faces pressure to carry more water to meet downstream needs.

Warm, dry weather and climate change are increasing low or cease-to-flow events in unregulated waterways, threatening the plants and animals they support. The Goulburn Broken CMA and Department of Energy, Environment and Climate Action have begun focussing on planning and research to address these events.

Partnerships between local groups, agencies and Traditional Owners continue to strengthen. Traditional Owners are playing a growing role in planning and leading water management on Country, including environmental water delivery.

See also 'water availability for agriculture' on page 71.

3. The condition of the catchment is reviewed through a deliberative process led by Goulburn Broken CMA senior managers, using a wide range of evidence to understand how resilient the catchment is. More details about this process can be found in Appendixes 1 and 2 (pages 130 and 133).

FLOODPLAIN MANAGEMENT

Floodplain management has improved across the catchment, with more progress underway. While new infrastructure on floodplains can increase flood risks, using management tools helps keep average damage levels stable and boosts community awareness and preparedness.

The graphs below show how critical attributes of waterways management and floodplain management have changed since 1990 and the long-term risk to achieving the desired condition.³ (See also the graph on 'water availability for agriculture' on page 71.)

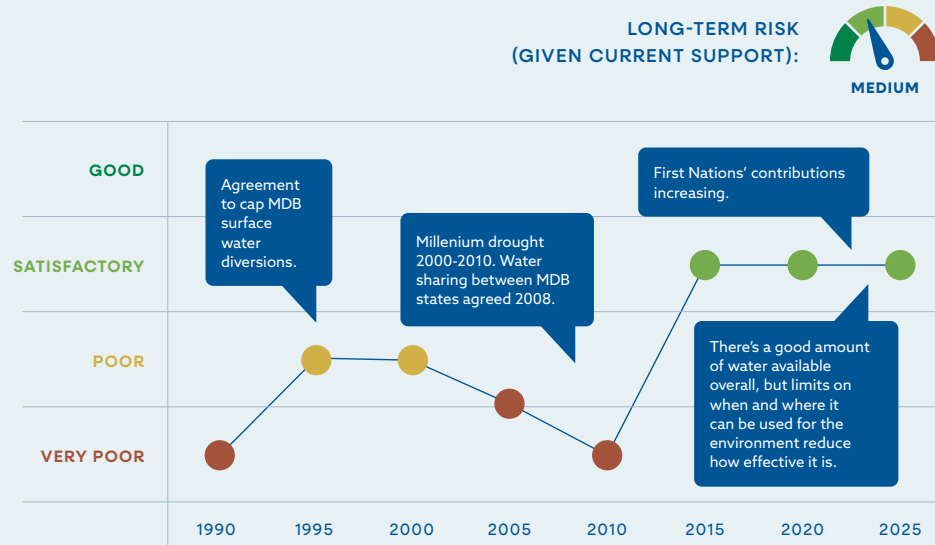
WATER AVAILABILITY (GOULBURN BROKEN CATCHMENT OVERALL)

More than 11 per cent of the Murray-Darling Basin's water comes from the Goulburn Broken catchment, and most of that flows through the Shepparton Irrigation Region (SIR). The Goulburn Basin has a lot more water available than the Broken Basin. Both basins, along with Murray River contributions, are regulated.

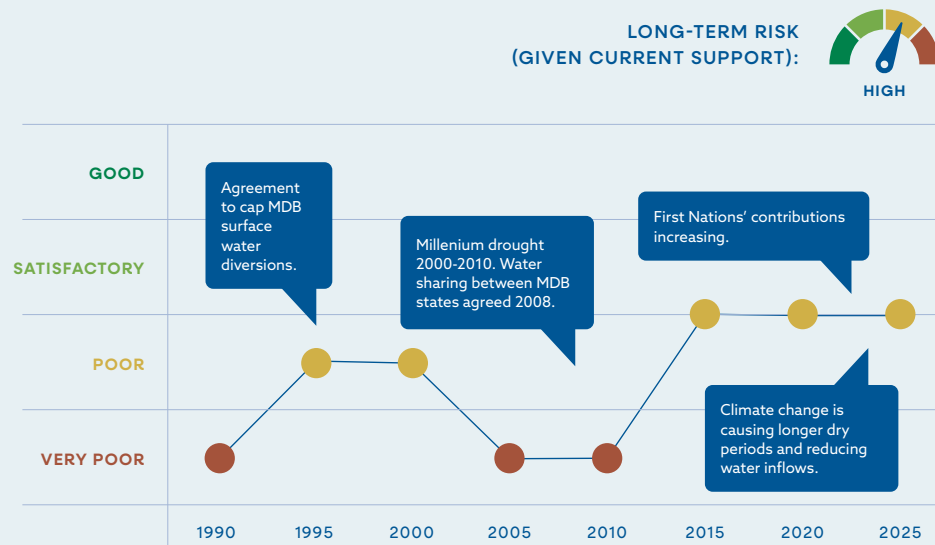
Climate change is causing longer dry periods and reducing water inflows, while demand for water is rising for both the environment and food production.

Water is also being moved out of the SIR to other areas. Transfers between valleys, like from the Goulburn to the Murray River systems, have led to high off-season flows, which are damaging riverbanks along the Murray and lower Goulburn rivers.

WATER AVAILABILITY: ENVIRONMENT (REGULATED STREAMS ACROSS THE GOULBURN BROKEN)



WATER AVAILABILITY: ENVIRONMENT (UNREGULATED STREAMS ACROSS THE GOULBURN)



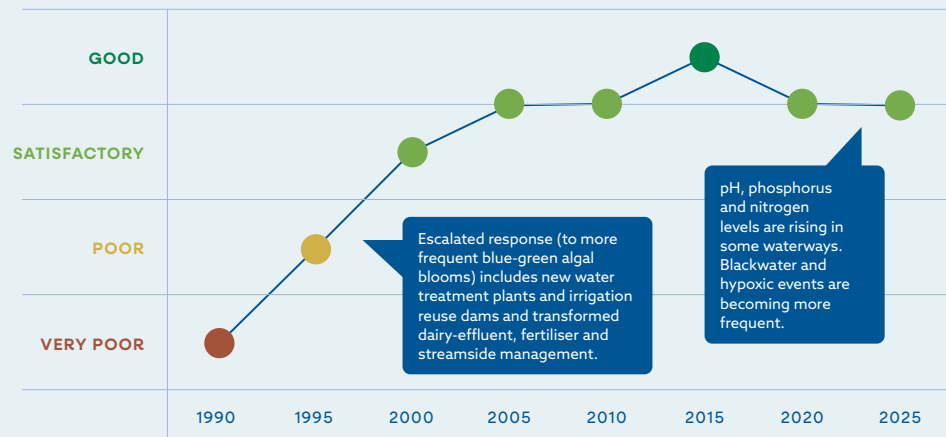
RIPARIAN AND AQUATIC BIODIVERSITY

Riparian and aquatic biodiversity are critical attributes of river and wetlands health. See page 41 for details.

WATER QUALITY

Goulburn Broken waterways meet environmental quality standards under the *Environmental Protection Act 2017*. Ongoing monitoring is mainly needed for sudden changes or long-term issues. Salinity levels also meet Murray-Darling Basin Authority targets.

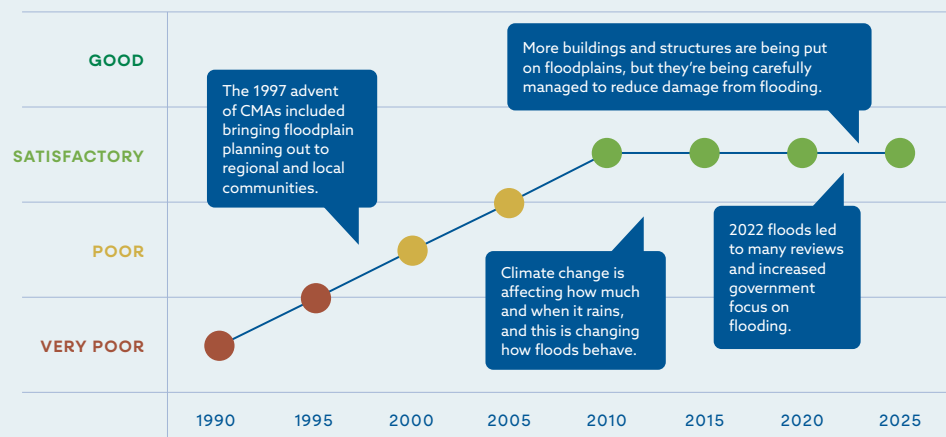
LONG-TERM RISK
(GIVEN CURRENT SUPPORT):



FLOODPLAIN MANAGEMENT

Floodplain planning, on-ground works, and community education have helped reduce flood damage over time.

LONG-TERM RISK
(GIVEN CURRENT SUPPORT):



Water theme actions in 2024-25

Waterway management met expectations, while floodplain management performed better than expected.

Following a series of wetter years, the catchment was dry through spring and early summer and some areas had their lowest rainfall on record during autumn, threatening native fish in unregulated streams. However, the dry conditions made it easier to carry out work on the ground (see rainfall graphs on page 37). Many wetlands in the mid-catchment remained inundated and were managed to gradually dry.

WATERWAYS MANAGEMENT

The waterway program included planning and delivering environmental water, upgrading environmental water infrastructure, monitoring fish and other aquatic species and ecological responses, delivering riparian and in-stream works and engaging with the community. This work supports regional and state waterway management strategies, as well as Commonwealth environmental watering programs.

FLOOD RECOVERY WORKS

On-ground flood recovery activities continued, many aided by the dry conditions, focusing on impacts from the October 2022 flood event and the late 2023 and early 2024 storm and flood event. The dry autumn and early winter conditions made revegetation challenging, however 7.6km of fencing was installed or repaired and 10.75 hectares of native plants were replanted.

Rock chutes were installed in Strath Creek and Boundary Creek, and erosion control works were implemented along long sections of waterways, including riverbanks in Yea and Thornton on the Yea and Goulburn rivers. River channel blockages were removed from the upper Goulburn River in Kevington and the King Parrot Creek in Flowerdale.

More than 59 hectares of weed control was completed on flood impacted waterways including Hughes Creek, Goulburn River, Acheron River and Steavenson River. There was also a focus on weed management with Traditional Owners in places like the mid Goulburn River and Barmah Forest.

Work has started on plans to protect platypus habitats in the Lower Goulburn River, Seven Creeks and Broken River.

Instream timber structures were installed in Hughes Creek to improve Macquarie Perch habitat, complemented by riparian plantings.

Some significant threats, such as deer grazing, are increasingly challenging to manage given the available resources.

ENVIRONMENTAL WATER AND NATURAL FLOODING LED TO STRONG ECOLOGICAL BENEFITS

More than 1,022,281 megalitres of water were delivered to support water quality, fish, birds, platypus, turtles, and native plants in the Goulburn and Broken rivers, Broken Creek, Gaynor Swamp and Barmah-Millewa Forest.

Despite recent floods and dry conditions this year, native fish like Trout cod and Macquarie perch are successfully breeding in mid and upper catchments. Weed growth remains a challenge, but native plants along the Goulburn River are increasing thanks to the delivery of environmental water. Monitoring in December showed healthy growth of herbs, sedges, grasses and rushes.

Natural flooding in Barmah Forest and added environmental water helped Moira Grass grow and flower. It also created ideal nesting conditions for waterbirds. Moodie Swamp saw record sightings of endangered Brolgas and Plumed Egrets, along with many other bird species, thanks to extended natural wetland flooding.

Use of technology like drones and sound recorders to better track how plants and animals respond to floods and environmental watering has increased.

COMMUNITY INVOLVEMENT AND PARTNERSHIPS IN WATERWAY HEALTH GROWS

Community participation in waterway health included:

- Continued WaterWatch monitoring as part of the Strathbogie Streams Flagship project.
- Growing partnerships through the Waring Flagship project, including shared planning and delivery with Taungurung Land and Waters Council and Bik Cultural Land Management crews of long-term ecological restoration at off-channel lagoons along the mid Goulburn River.
- Continued collaboration with Yorta Yorta to achieve important on-ground works in Barmah Forest.
- Joint planting and habitat improvement events on Hughes Creek with local residents and anglers.
- Native fish releases with school groups at Victoria Park Lake, Shepparton and Burnanga Indigenous Fishing Club. Events were held at Nathalia, Barmah and Violet Town.
- Community input to environmental water planning and monitoring through expanded advisory groups.
- Continued strong community support for the Shepparton-Mooroopna RiverConnect program, with more than 9,000 people attending events.
- Promotion of waterway program knowledge through key events like the Seymour Alternative Farming Expo and student careers days.
- Early input to the development of the renewed Regional Waterway Strategy through community surveys.

REGIONAL WATERWAY STRATEGY RENEWAL

Work has started on updating the Goulburn Broken RWS, which will guide how waterways are managed over the next 10 years. Goulburn Broken CMA is working with researchers from OneBasin CRC to shape the new plan. The updated strategy will put more focus on dealing with climate change, give Traditional Owners a bigger role in managing waterways, and continue helping communities get involved and stay connected to their local rivers and streams.

FLOODPLAIN MANAGEMENT ACTIONS IN 2024-25

The Goulburn Broken CMA is responsible for managing floodplains and waterway health. Its key duties include:

- Reviewing planning applications from councils and other authorities.
- Giving flood risk advice to individuals and developers.
- Issuing permits for works on waterways.
- Helping councils update planning schemes with current flood data.
- Conducting flood studies and creating floodplain management plans.

KEY ACHIEVEMENTS IN 2024-25

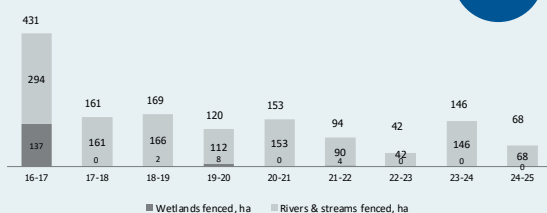
- Responded to 744 planning referrals and 486 flood advice requests, with an average response time of 14.8 days (98.7 per cent of responses provided within statutory timeframes).
- Processed 107 permits for works on waterways.
- Maintained the Goulburn Broken Community Flood Intelligence Portal with six local councils, helping 14,310 people access flood risk information and download 6,330 property reports.

SUPPORT FOR LOCAL FLOOD PLANNING

- Helped councils across the catchment to start new flood studies and progress planning scheme amendments to implement findings from completed flood studies.

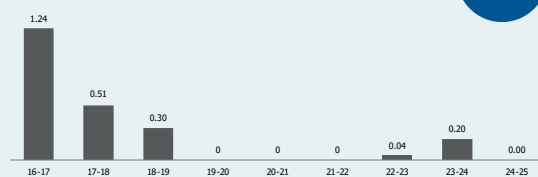
FLOOD RESPONSE AND IMPACT

- No major flood events during 2024-25.
- Continued to support Victoria State Emergency Service by updating existing flood intelligence documents (municipal flood emergency plans and local flood guides) and preparing new local flood guides for communities with known flood risks.



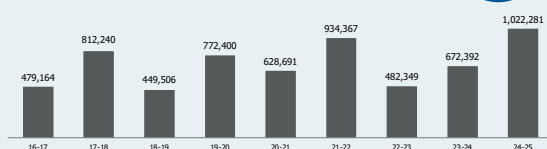
RIPARIAN LAND FENCED: 68 HA

Grazing is now well managed along frontages of most river and stream reaches. While significant lengths of waterways remain to be protected from stock, maintenance of previous grazing protection work is an increasing investment priority.



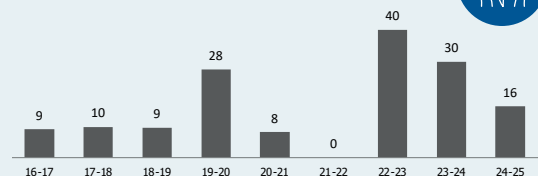
RIVER & STREAM BED AND BANK PROTECTION ACTIONS: 310 M

Best practice tends to focus on establishing native vegetation to help protect river banks. Recent flood recovery programs have seen some hard engineering employed where flood impacts have threatened public assets like bridges.



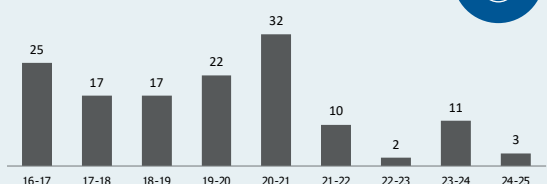
ENVIRONMENTAL WATER USE: 1,022,281 ML

Annual environmental water use is influenced by seasonal conditions and environmental water availability. See Appendix 3 for detailed breakdown of environmental water use in waterways.



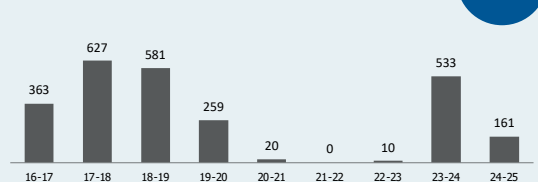
AQUATIC WEEDS CONTROLLED: 16 KM

Recent floods caused a proliferation of some aquatic weeds, so control was needed over more waterway reaches. The success of initial control efforts has lessened the area requiring treatment.



OFF-STREAM WATERING: 3 TROUGHS

Earlier investment in off-streaming watering systems by many landholders is influencing current uptake levels, which is expected to remain relatively low.



IN-STREAM HABITAT: 161 PIECES OF TIMBER

Operating conditions for installing habitat timber in rivers continued to be favourable following the flood-impacted years, and enabled areas of in-stream habitat affected by floods to be restored.

Moir Grass recovery in Barmah Forest

After decades of decline, great hope is now held for the recovery of Moira Grass in the Barmah Forest Ramsar site. Once dominating more than 4,500 hectares of wetland in the 1930s, this vital native species had dwindled to under 245 hectares by 2021 — a staggering loss that threatened the ecological character of the internationally recognised Ramsar-listed wetlands.

Researchers have long attributed the grass's depletion to two main culprits: altered water flows from river regulation via the Hume Dam, and persistent grazing from introduced herbivores. Cattle freely roamed until 2007; feral horses have since taken over as the primary source of disturbance.

Determined to test the grazing hypothesis, scientists installed ring-lock mesh fences around four wetlands in 2020 — creating safe zones that excluded feral pigs and horses while allowing limited kangaroo access. Inside these enclosures, annual surveys of paired quadrats revealed striking ecological shifts.

By 2025, the data was clear: Moira Grass rebounded dramatically in the ungrazed areas. Bare ground cover plummeted, while other palatable native species like Common Spike-sedge and Creeping Knotweed also surged.

Meanwhile, species less favoured by herbivores — such as Water Primrose and Lesser Joyweed — became less dominant inside the protected zones, indicating how competitive dynamics shift when grazing is removed.

Notably, Moira Grass began to outcompete other plants and colonise slightly deeper wetland zones, marking a significant change in its ecological role and resilience.

The situation outside the fences also began to change. Between October 2022 and February 2024, widespread flooding and a targeted feral horse eradication program by Parks Victoria helped accelerate recovery. Moira Grass cover increased even in previously grazed areas, though a visible lag in response suggests a lasting legacy of grazing pressure.

With monitoring set to continue, researchers hope to witness further convergence between protected and previously grazed zones, signalling broader ecosystem recovery.



The Steamer Plain grazing enclosure 2.5 months post-establishment in March 2020 (grazed on left, ungrazed on right). Severe impacts of grazing are evident on the left, whilst the ungrazed area (right) is already showing signs of recovery.



Vegetation condition in May 2023 (three years post-establishment), showing strong recovery on right whilst the left demonstrates the legacy of grazing.



(March 2025) Following floods of 2022 and 2023, and the removal of feral horses, strong recovery of Moira Grass is now evident both inside and outside the enclosure.



What's next for water?

WATERWAYS MANAGEMENT

- **Regional Water Strategy renewal:** Build on early planning and community input to shape, test and discuss ideas for the new Regional Waterway Strategy. Substantial progress is expected.
- **Strengthen Traditional Owner strategic partnerships and collaboration opportunities:** Continued strong focus on Traditional Owner collaboration, respecting Traditional Owner knowledge, culture, and plans to shape the new Regional Waterway Strategy and through joint efforts in the Barmah Forest, Waring and Corop Lakes projects. The Water is Life roadmap will be used to support increased self-determined waterway management opportunities.
- **Diversify and expand community involvement and engagement:** Keep encouraging community involvement in waterway care through projects with anglers, citizen science programs like WaterWatch, platypus conservation through the Platypus Patch project, and activities run by RiverConnect.
- **Maximise environmental water benefits:** Continue to work with partners and the community to get the best results from environmental water, helping more waterways benefit from it and balance local water needs with those downstream. Climate change impacts will be considered in all decisions around the management of water. Seasonal conditions will be closely monitored to shape environmental water priorities, with lower available water resources looking more likely in 2025-26.

The Goulburn Broken CMA will work with Department of Energy, Environment and Climate Action and others to better manage water transfers in the Goulburn and Broken systems and improve how environmental water is delivered in the Goulburn and Murray rivers as part of the constraints measures program.

- **Second year of EC6:** Gather pace in on-ground works funded under the Environmental Contributions Levy Tranche 6.
- **Monitoring and research:** Support programs like the Environmental Water Monitoring and Evaluation Program and FlowMER 2.0 to track river and wetland health and continue to monitor native fish and habitat in waterways including the Seven, Hughes and King Parrot creeks.
- **Refine streamside programs:** Keep targeting works on stream frontages and improving native vegetation health, extent and connectivity along waterways.
- **Complete flood recovery program:** Complete works and activities in parts of the mid and upper Goulburn River catchments in response to 2023-24 summer flood events.

FLOODPLAIN MANAGEMENT

- **Expand the flood portal:** Continue to expand coverage of the Goulburn Broken Community Flood Intelligence Portal as current studies are completed.
- **Update planning rules:** Continue working with local councils to update planning schemes with new flood maps and clearer assessment guidelines.
- **Apply for funding:** Partner with others to seek funding for new flood studies and projects in the region.
- **Put strategies into action:** Continue carrying out the Victorian and regional floodplain management strategies.

Numurkah Flood Mitigation Program

In a major stride toward flood protection and resilience for the town of Numurkah, construction of the long-awaited northern levee is underway, part of a community-driven floodplain management plan following the devastating 2012 Broken Creek floods.

Representing a 1-in-100 annual exceedance probability (AEP) flood event, the 2012 inundation prompted local authorities to reevaluate Numurkah's flood risk and develop a strategic plan backed by public input. That blueprint led to a successful \$3.176 million funding bid, securing support for a levee system stretching 4.5 kilometres, comprised of earthen embankments and reinforced concrete walls.

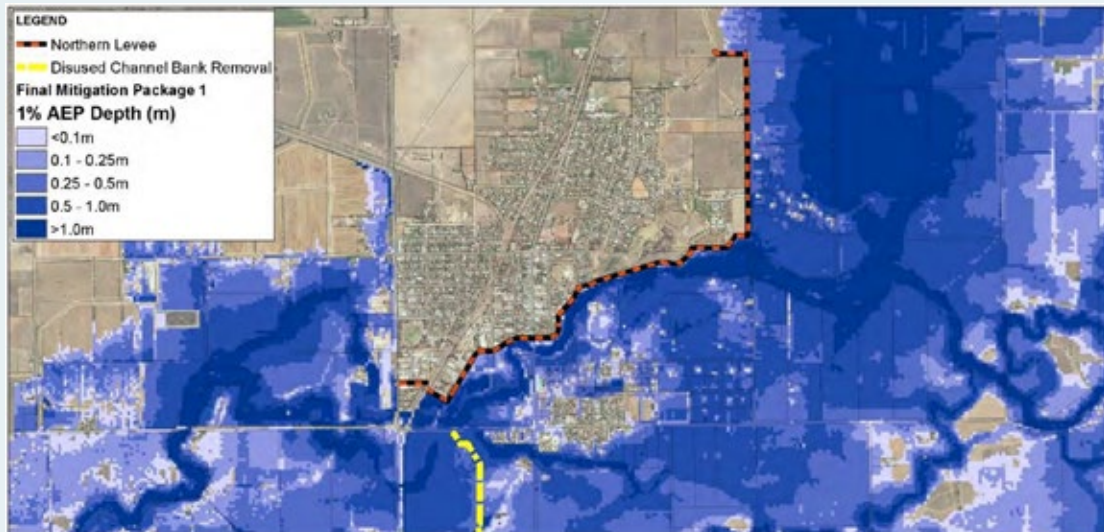
Once completed, stage one of the northern levee is projected to shield 94 homes from above-floor flooding and completely remove flood risk impacts for an estimated 466 properties across the area.

Stage one construction, which began in April 2025, is expected to be completed by the end of 2025.

Stage two—the southern levee—is currently in the detailed design phase thanks to Disaster Ready funding. Full implementation will depend on future funding opportunities.

In tandem with the levee rollout, a broader flood intelligence network is taking shape. The Victorian Government has funded new stream and rain gauges to augment existing infrastructure, while the Bureau of Meteorology is building localised flood prediction services linked to the new Melville Street stream gauge.

Updated flood intelligence has been integrated into Numurkah's Municipal Flood Emergency Plan, Local Flood Guide, and the Goulburn Broken Community Flood Intelligence Portal, giving residents access to real-time data and forecasts.



Numurkah conceptual northern town levee and potential channel bank removal.



Community theme

The future health of the Goulburn Broken catchment depends on the people who live there. For every dollar the government spends, the local community usually adds \$1.50 of their own money (see the chart over page). That's why it's important for the Goulburn Broken CMA to help guide how others invest in the environment.

The Goulburn Broken CMA works together with landowners, Traditional Owners, community and environmental groups, partner organisations and individuals. Together, they run programs that protect and improve the natural environment across the catchment.

Catchment condition for community⁴

In the late 1980s, the community faced serious environmental and economic challenges. In response, local leaders realised these problems were complex and needed a coordinated effort across the whole region. Governments gave more power to local communities, allowing them to take charge of their future.

During the 1990s, movements like Landcare grew, encouraging people to share knowledge and work together beyond their own properties. A key part of this was managing the land and water in a connected way, with strong partnerships between communities and governments. Communities showed they could organise themselves and adapt, leading to the creation of many different local groups.

Now, with growing pressure to protect and improve natural resources and limited public funding, communities need to find new ways to attract investment. Also, as landowners and their connections to nature become more diverse, there's a need to rethink how to keep local involvement strong while also welcoming short-term volunteers.

Thanks to supportive policies and teamwork in the Goulburn Broken catchment, Traditional Owners – the Yorta Yorta and Taungurung peoples – are playing a much bigger role in managing biodiversity, land and water resources. People from many different backgrounds – including farmers, Traditional Owners, local councils, Landcare groups and recreational groups – are actively involved in important NRM discussions at both regional and local levels. These groups work well together and have strong connections.

The two graphs over page show how critical attributes of community have changed since 1990 and the long-term risks to achieving the desired condition.

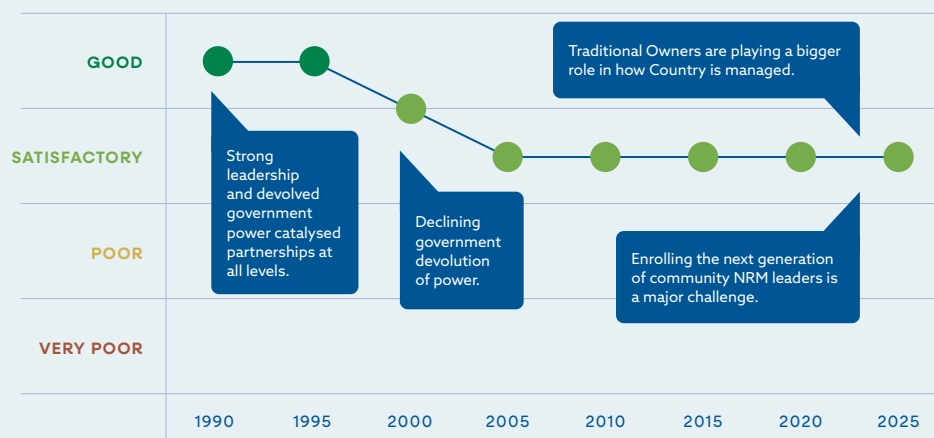
4. The condition of the catchment is reviewed through a deliberative process led by Goulburn Broken CMA senior managers, using a wide range of evidence to understand how resilient the catchment is. More details about this process can be found in Appendixes 1 and 2 (pages 130 and 133).

COMMUNITY LEADERSHIP AND INFLUENCE

LONG-TERM RISK
(GIVEN CURRENT SUPPORT):



When communities have the power and ability to lead, get involved and take action on the ground, they are better equipped to care for their local environment in the long term. One of the main roles of the Goulburn Broken CMA is to help individuals, groups and partner organisations build these skills and strengths.

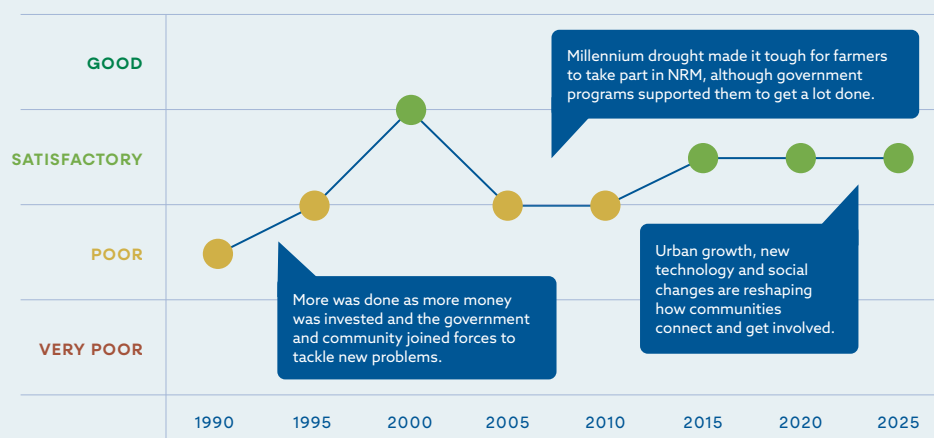


COMMUNITY ACTION AND INVOLVEMENT

LONG-TERM RISK
(GIVEN CURRENT SUPPORT):



By making the catchment more resilient through on-ground actions, the land can be more environmentally and economically productive. This helps ensure that local communities can thrive, even as things continue to change.



Local communities, partner groups and landowners have made real improvements on the ground, as described in the other theme sections in this annual report, and are helping to shape how people think about and manage natural resources. As businesses and industries face more pressure to be environmentally responsible, new opportunities are opening up for NRM.

The Goulburn Broken catchment is adjusting to how volunteering is changing. More people using natural resources now live outside the area. Urban growth, new technology and social changes are reshaping how communities connect and get involved, which brings both new opportunities and challenges for NRM.

Although many volunteers are getting older and fewer people are joining government programs due to their complexity, more people are reconnecting with nature (Barr 2020). There's growing awareness of how nature supports human wellbeing and many organisations are updating their programs to reflect this. People are feeling more pride in their local environment, but funding to support community groups like Landcare is uncertain. Programs like Victorian Landcare Grants and Good Neighbour Program are very popular, showing strong community interest in making a difference.

Community theme actions 2024-25

Community actions were delivered in line with expectations.

LANDCARE

The Goulburn Broken Regional Landcare Coordinator, funded by the Victorian Government, continued to support local environmental groups, including Landcare. Fourteen meetings were held with group leaders and coordinators to discuss challenges and plan Landcare activities.

The Regional Landcare Coordinator continued to chair the statewide Victorian Landcare team, which includes Regional Landcare Coordinators from across Victoria, Department of Energy, Environment and Climate Action and Landcare Victoria staff.

More than \$303,000 in grants was given to Landcare groups and networks in 2024-25 to help support volunteer-led environmental actions and community learning.

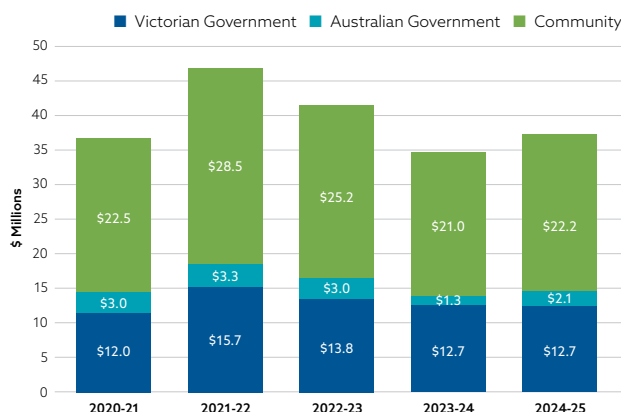
Volunteers from the Landcare Network committee had the chance to learn about cultural heritage during a Wawa Biik tour in Nagambie, held in April. Fifteen people took part in the event.

An interactive NRM report card on the Goulburn Broken CMA website was developed for the first time, which shows what each network has done and how they support their local communities. Information and case studies for each network are updated annually.

Community groups continue to make a big impact, contributing more than 39,205 volunteer hours to environmental work, education, communication and administrative tasks. This doesn't include time spent leading, such as chairing conservation network facilitator meetings or other behind-the-scenes work.

A yearly survey showed that most groups are doing well: 38 per cent said they're 'rolling along smoothly', and 30 per cent described themselves as 'trailblazing' (see bar chart below).

FIGURE 11: MAJOR CONTRIBUTIONS TO NATURAL RESOURCES MANAGEMENT, \$MILLION



COMMUNITY NETWORKS AND AWARENESS

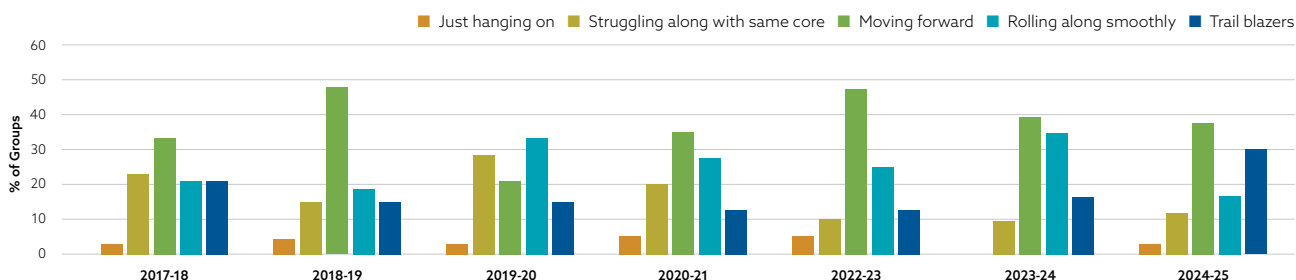
Eight local networks worked on land and biodiversity projects. The projects helped landholders build their skills and knowledge, offered incentives and got the Landcare groups and broader community involved. The networks were:

- Goulburn Murray Landcare Network
- Longwood Plains Conservation Management
- South West Goulburn Landcare
- Gecko CLaN
- Hughes Creek Catchment Collaborative
- Up2Us Landcare Alliance
- Strathbogie Ranges Conservation Management Network
- Upper Goulburn Landcare Network
- Euroa Arboretum.

The projects also worked with other delivery partners such as Regent Honeyeater Inc.

RiverConnect continued to promote the Goulburn and Broken rivers as central to the Shepparton-Mooroopna community, connecting with a diverse group of the local community to make a change.

FIGURE 12: LANDCARE GROUP HEALTH STATUS, % OF GROUPS



COMMUNITY GROUPS INVOLVED IN FISH CONSERVATION

By continuing to work with landholders, small-bodied native fish species were released into several farm dams to help protect them from extinction. This included the threatened Flathead Galaxias near Merrijig and Southern Pygmy Perch near Benalla. In addition, 600 Southern Pygmy Perch were released into wetlands along the middle Goulburn River, in partnership with private landholders, the TLaWC and the North Central CMA.

With support from RiverConnect and Native Fish Australia, 200 Southern Pygmy Perch and 200 Southern Purple Spotted Gudgeon were released into Victoria Park Lake in Shepparton during an educational event attended by 100 school children.

Working together with the Arthur Rylah Institute, the Victorian Fisheries Authority (VFA), TLaWC, and others, about 100 critically endangered Flathead Galaxias were rescued from a wetland complex that was drying up near Molesworth. The fish were moved to private farm dams and the Native Fish Conservation hatchery. They'll be looked after and eventually returned to the wetlands

Working with the VFA, Freshwater Catfish recovery was a focus over the past year. More than 3,000 fish were released into the upper and lower Broken Creek, the Goulburn River, connected wetlands, and a private farm dam near Benalla.

ONLINE AND MEDIA ENGAGEMENT

- The Goulburn Broken CMA website had more than 110,000 page views in 2024–25.
- Social media followers grew: Facebook (6,003), Instagram (817), LinkedIn (735).
- Video content on social media channels was the most popular, with one post reaching more than 1.3 million views.
- A new, monthly e-newsletter reached more than 1,500 subscribers per edition.
- More than 30 media releases were sent out, with nearly all picked up by media.
- The 2025 Goulburn Broken CMA catchment calendar was released with 4,000 copies distributed throughout the catchment, showcasing local photographers images of unique biodiversity.
- The Community NRM interactive report card went live on the Goulburn Broken CMA website, providing contact information and short case studies highlighting the value and work of Community NRM.

GOVERNMENT GRANTS FOR COMMUNITY AND PARTNER PROJECTS

Community groups in the Goulburn Broken region received funding from the Victorian and Australian Governments. These grants helped with:

- Weed and pest animals control
- Building the communities skills and knowledge
- Running education and awareness programs.
- Restoring native plants and habitats

TABLE 4: GRANTS TO LOCAL GROUPS AND OTHER PARTNERS (SUMMARY UNDER VARIOUS PROGRAMS)

PROJECT	NO. OF PROJECTS	AMOUNT PAID \$ (EX GST)
AUSTRALIAN GOVERNMENT		
Natural Heritage Trust	7	416,293
VICTORIAN GOVERNMENT		
Victorian Landcare Grants	58	313,752
Victorian Water Programs Investment Framework	6	271,056
Other	3	134,932
Total	74	1,136,033

WORKING WITH TRADITIONAL OWNERS

The Goulburn Broken CMA has a strong and evolving partnership with the YYNAC and the TLaWC. This partnership is supported by government policies that recognise Indigenous rights and promote self-determination.

Partnership activities include:

- Work on Country Plans and other Traditional Owner-led strategies
- Implementation of Goulburn Broken CMA projects in line with Aboriginal Cultural Heritage Land Management Agreements
- Regular meetings to plan and deliver projects that care for Country, culture and community.
- Traditional Owners help plan, design and implement projects, such as:
 - Corop Wetlands Cultural Waterscape Program (see case study page 15).
 - The Victorian Government Our Catchments Our Communities-funded 'Connecting Culture and Country' project. The project protects and enhances significant and unique sandhills on Yorta Yorta Country at Reedy Lake Wildlife Reserve and the broader 'cultural and biodiverse significant landscape' (public and private land), to connect people, culture and the environment (see Biodiversity section page 40).
 - The Australian Government Natural Heritage Trust-funded Barmah Country and Landscape Legacies (Grey Box Woodlands) projects (2024-2028) which includes on-ground implementation such as pest plant and animal control, revegetation and enhancement works on Country (see Biodiversity section page 40).
 - Various river health and environmental water programs. The CMA has continued to partner with TLaWC to pilot projects to heal Country, including support for a Molesworth lagoon seasonal watering proposal and environmental water delivery and co-delivering ecological restoration works at off stream wetlands along Waring/mid Goulburn River (Walking Together with Waring Flagship Project). (See Water theme section page 52).

CMA staff and board members took part in cultural smoking ceremonies during Welcome to Country sessions for important catchment events, including the annual staff workshop in Eildon.

In early 2025, the CMA completed its third Reconciliation Action Plan and began targeted reconciliation efforts. Progress against the plan is tracking well with an array of actions being driven in the areas of respect, partnerships, opportunity for First Nations peoples and governance.

The Goulburn Broken CMA participated in local events during National Reconciliation Week and NAIDOC Week. This included hosting the first external National Reconciliation Event with a 'Myth-busting around Treaty' information session for partner organisations and the community. This event, held in Euroa, involved a panel of First Peoples Assembly members who generously shared information about the status of Treaty-making in Victoria. Over 60 people attended with a significant learning experience (measured on the day) and engagement opportunity for all.

In the same week, staff had the opportunity to watch the documentary film 'Ablaze' about Australia's first Aboriginal film maker, Yorta Yorta Man Bill Onus, which led to discussions about the strength and resilience of First Nations peoples.

The Goulburn Broken CMA has been instrumental in forming a Reconciliation Collective with other regional organisations who have or who are developing a Reconciliation Action Plan. This group includes people from different sectors who come together to share ideas and work to make a bigger regional impact. Other organisations in the Collective so far include Shepparton Region Reconciliation Group, City of Greater Shepparton, Moira Shire, Campaspe Shire Council, Primary Care Connect, NCN Health, Women's Health Northeast and Goulburn Valley Libraries. In June, the Collective ran a public screening of 'We don't need a map', showcasing Indigenous knowledge of the sky and stars and canvassing the role of the Southern Cross on the Australian psyche.

What's next for community?

Goulburn Broken CMA will keep a close eye on any changes that might affect local communities and their ability to help care for the environment. Working with the community and building partnerships will remain a key focus as the RCS and various plans are implemented. Areas of emphasis will include:

- **Traditional Owners:** Ongoing engagement with TLaWC and YYNAC by continuing to implement the Goulburn Broken CMA's 2025-2027 Reconciliation Action Plan, executing a new MoU with YYNAC, and continuing to partner with TLaWC on their priorities, such as the Corop Wetlands Cultural Waterscape Program. Projects will be delivered on Country with Traditional Owners with funds from programs like the Natural Heritage Trust and EC6.
- **Victorian Government program** implementation support, such as Our Catchments, Our Communities and state and national efforts to raise awareness, such as the benefits of environmental water flows.
- **Landcare Network facilitators:** Advocating for continued funding of 4.5 Landcare Network facilitators.
- **Local planning:** Better ways to involve the community in local planning will continue to be sought.
- **Implementation** of Communication, Community Engagement and Partnership Strategy 2022-27 and Community NRM Action Plan (2020-2025).
- **Seeking more strategic funding** for environmental and agricultural projects that improve NRM and help communities become more resilient.



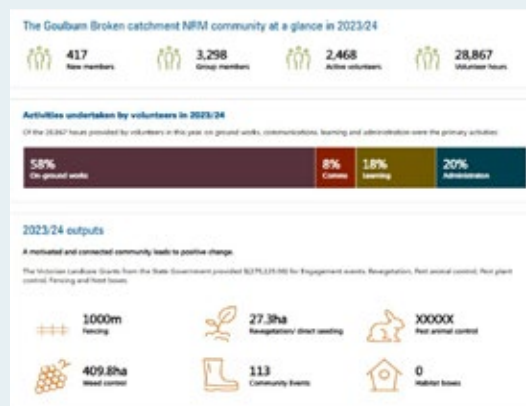
CASE STUDY

Goulburn Broken NRM online interactive report card

The Goulburn Broken Natural Resource Management report card has traditionally reflected the works and value of the Landcare Networks and their respective groups of volunteers within the catchment. In past years, this PDF document was circulated annually as information with little extension to different audiences. The Goulburn Broken CMA has been supportive of Landcare and volunteers throughout the catchment for years, however the PDF report card provided only a snapshot in time with little elevation of the organisations behind the work. In addition to this, many Landcare and community environmental organisations have the challenge of 'telling their story' to a broader audience.

To increase the exposure of the value of each of the Landcare Networks within the Goulburn Broken, the interactive report card on the Goulburn Broken CMA website was developed.

The information collated and highlighted on the website provides access to a wider audience, elevates the value of the Landcare Networks to the environmental and social outcomes within the Goulburn Broken, and demonstrates the value the Goulburn Broken CMA places on these organisations.



The interactive map helps people navigate to the most likely Landcare Network supporting their area. The case study demonstrates annually a specific project that they were proud to be involved in and how it impacts the wider community in which they work.

The synergies between the Goulburn Broken CMA and the community organisations we work beside are valued, respected and promoted as we seek to collaborate, co-design and coordinate environmental and social outcomes as a collective.



The Goulburn Broken CMA Board met with Landcare Network Chairs representatives in Rushworth to discuss their challenges and priorities, followed by a visit to Reedy Lake to explore the Our Catchments, Our Communities: Connecting Culture and Country project with TLaWC. The day provided valuable opportunity to showcase on ground works and continue to build upon the Landcare and Goulburn Broken CMA partnership to benefit community, environment, and agricultural productivity.

Goulburn Broken CMA Reconciliation Action Plan Development

In 2024, the Goulburn Broken CMA completed a transformative journey to develop its third Reconciliation Action Plan (RAP), aimed at fostering stronger relationships with First Nations communities and further imbedding reconciliation approaches within the organisation. Building on over two decades of Traditional Owner partnerships, this RAP reinforces the CMA's commitment to reconciliation through respect, recognition, relationships, and opportunity for Aboriginal and Torres Strait Islander peoples.

Development Process

The RAP development began with comprehensive internal and external consultations, including cultural competency training workshops for all staff and Board members in early 2024. Input was sought through established consultation forums with key Traditional Owner partners YYNAC and TLaWC.

A dedicated RAP Working Group was established, comprising CMA staff from various program areas and two Aboriginal Board members. This group guided development and implementation, ensuring alignment with CMA's strategic goals, Reconciliation Australia's guidelines, and local Traditional Owner aspirations.

Key Components

The RAP incorporates insights from stakeholder consultations and previous RAP review. Example actions include:

- **Cultural Competency:** Regular training to deepen staff understanding of First Nations history, culture, and contemporary issues.
- **Employment and Procurement:** Promoting inclusive hiring practices and supporting Aboriginal-owned businesses.
- **Cultural Protocols:** Guidelines for respectful engagement and cultural heritage protection.

Incorporating Local Aboriginal Art

Two local artists contributed to the RAP. Yorta Yorta artist Tammy-Lee Atkinson created a painting depicting the Goulburn Broken catchment and connections between communities, which now hangs in the Shepparton office and features on the RAP cover. Taungurung artist Samantha Trist produced digital artworks of four prominent catchment fauna species.

Implementation Progress

Implementation is progressing well with several completed initiatives. Highlights include hosting a Treaty myth-busting session during National Reconciliation Week in May 2025 and forming a new cross-sector Reconciliation Collective with regional organisations to amplify collective impact.

Challenges and Lessons Learned

Some key learnings on our RAP journey include the importance of embedding our reconciliation aspirations across all aspects of the organisation, keeping ourselves accountable with regular review to ensure we not only keep on track but stretch ourselves to be strong allies and leaders in regional reconciliation efforts.

The Goulburn Broken CMA is a project-based organisation and although we do not receive specific resources to undertake reconciliation work, we understand the benefits of doing so and are committed to leading in this area where possible.

Despite these challenges, the process has yielded valuable lessons that can inform future reconciliation efforts. Adaptability, patience, and a genuine commitment to inclusivity are essential components for successful collaboration and regional prosperity.





Sustainable irrigation program

Over the past 40 years, the Shepparton Irrigation Region (SIR) community has led the way in managing salinity and water quality, protecting nature, and building strong partnerships. The Sustainable Irrigation Program puts the SIRLWMP into action on the ground. The SIR community and partner organisations update the plan roughly every six years, with the most recent update in 2024.

The SIR is transforming, with growing pressure on people and the environment. Although government support has become harder to maintain, the region still has a strong future in agriculture, lifestyle living and diverse industries. The SIRLWMP will build on strengths in regional networks, natural assets, regional and farm infrastructure, and proximity to markets. Recent challenging events like floods, COVID-19, and droughts show how closely connected we are to nature and the imperative of sustainable food production and working together.

Other drivers of change that the SIR must respond to are the Murray Darling Basin Plan implementation, disruptive global events and technological advances.

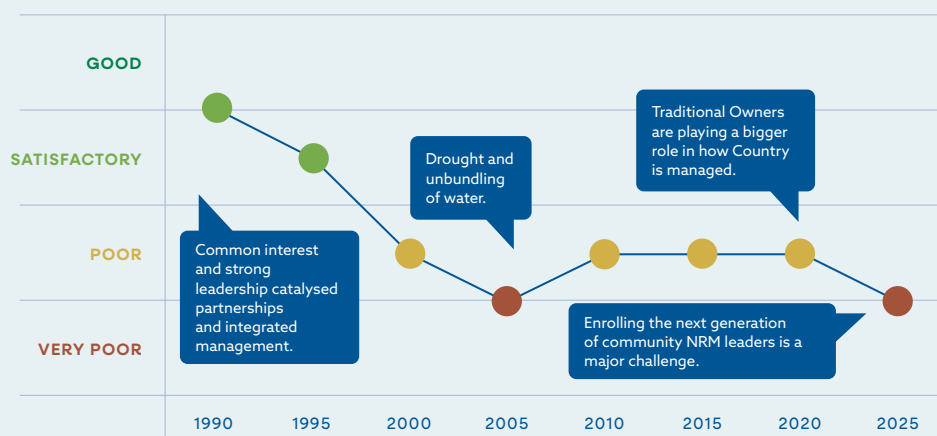
Catchment condition of the Shepparton Irrigation Region ⁵

Since 1990, the SIRLWMP has grown from just dealing with salinity problems to managing several critical attributes that are important for how the region works as a whole – both for people and the environment. The graphs over page summarise the change in condition for six attributes over time, with further details in the SIRLWMP 2050.

RESILIENT COMMUNITY

Many small towns are feeling the pressure. Urban communities are increasingly involved in NRM. New technology has transformed how people connect with each other. Climate events have impacted how our local caretakers respond and manage change.

LONG-TERM RISK
(GIVEN CURRENT SUPPORT):

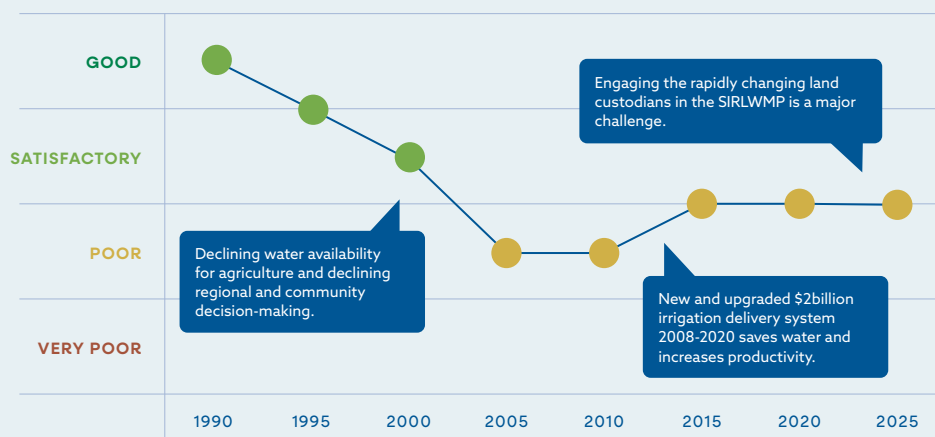


5. The condition of the catchment is reviewed through a deliberative process led by Goulburn Broken CMA senior managers, using a wide range of evidence to understand how resilient the catchment is. More details about this process can be found in Appendixes 1 and 2 (pages 130 and 133).

FARM AND REGIONAL PROSPERITY

Irrigation farming and the industries that rely on it have kept improving, changing, and producing more. At the same time, the types of farmers and how the land is used are changing quickly.

LONG-TERM RISK
(GIVEN CURRENT SUPPORT):



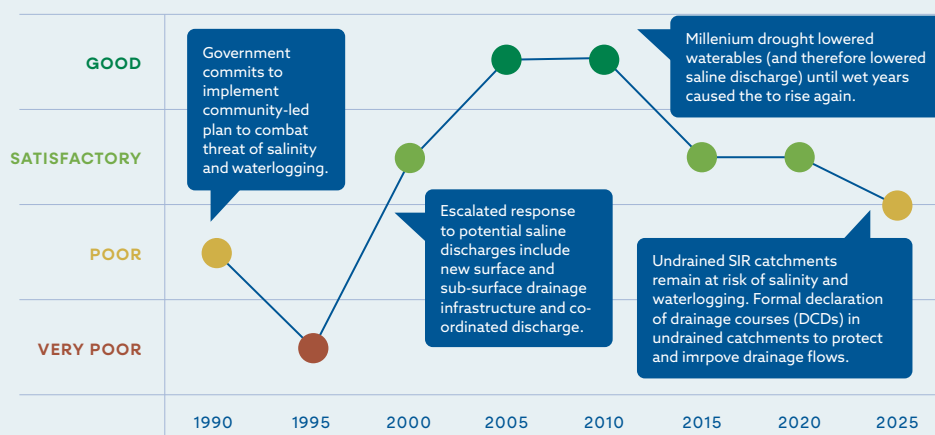
BIODIVERSITY (SIR)

Terrestrial biodiversity and Riparian and aquatic biodiversity are two connected and overlapping types of biodiversity, which is a critical attribute of the SIR. The big changes over the past 35 years for both types are essentially the same for the SIR as they are for the whole Goulburn Broken Catchment. See pages 40-45 for details.

DRAINAGE

Saline discharge sites remain present and active, especially in wet years. Large drainage improvements since 1990 have supported widespread gains for agriculture, the environment, community and water quality.

LONG-TERM RISK
(GIVEN CURRENT SUPPORT):



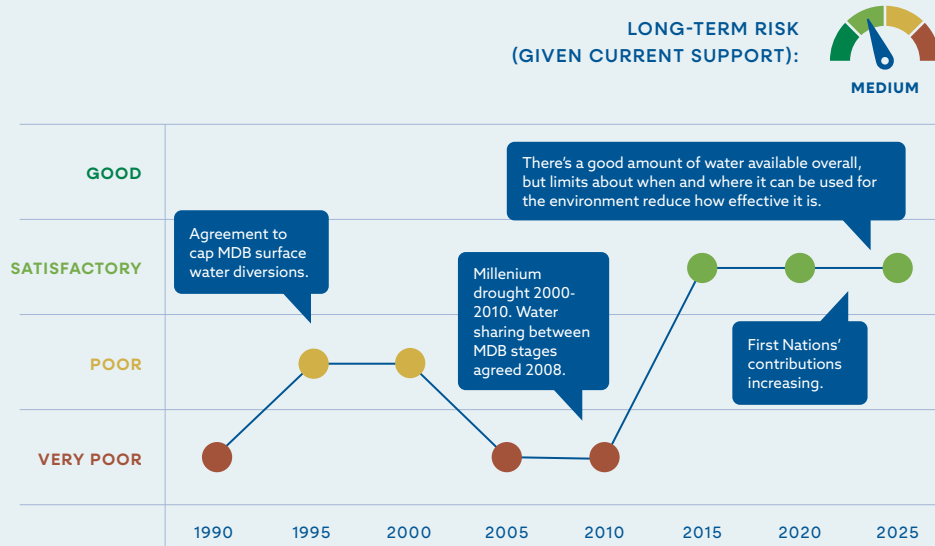
WATER AVAILABILITY (SIR)

Over 11 per cent of the Murray-Darling Basin's water comes from the Goulburn Broken Catchment, and most of that flows through the SIR. The Goulburn Basin has a lot more water available than the Broken. Both basins, along with Murray River contributions, are regulated.

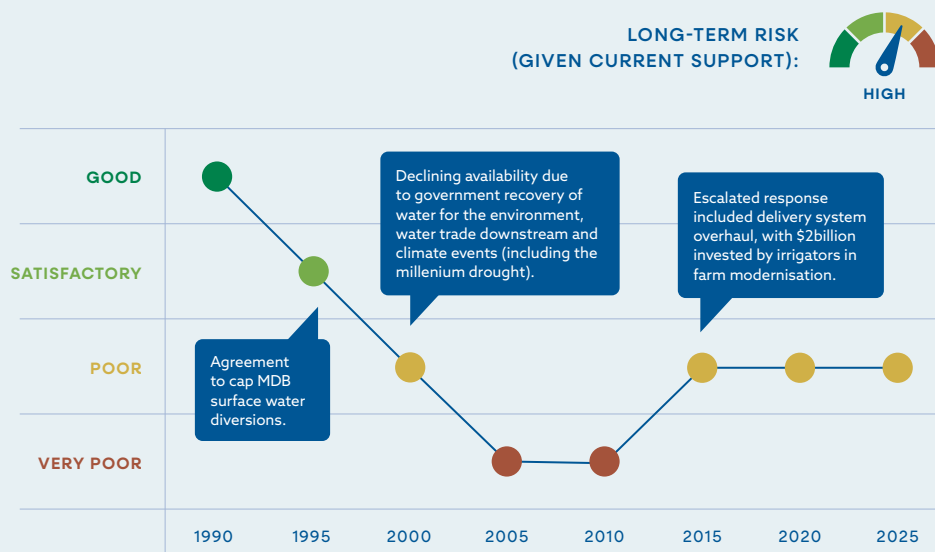
Climate change is causing longer dry periods and reducing water inflows, while demand for water is rising for both the environment and food production.

Water is also being moved out of the SIR to other areas. Transfers between valleys, like from the Goulburn to the Murray River systems, have led to high off-season flows, which are damaging riverbanks along the Murray and lower Goulburn Rivers.

WATER AVAILABILITY: ENVIRONMENT (REGULATED STREAMS IN THE SIR)



WATER AVAILABILITY: AGRICULTURE



SIRLWMP 2050 actions in 2024-25

The updated SIRLWMP 2050 plan sets goals for 2030 and 2050. It also lists actions to help reach those goals, and some of the progress made so far is explained below.

One of the main sources of funding for putting the plan into action came from the Victorian Government's Environmental Contribution. The fifth round of this funding (EC 5) finished in December 2024, and the sixth round (EC 6) began in January 2025.

RESILIENT COMMUNITY

The renewed SIRLWMP 2050 was launched in August 2024 at the Girgarre Botanic Gardens, with over 80 community members and partners attending.

After the launch, a review was done to make sure the right support was in place to help the plan succeed. As part of this, the final meeting of the SIRPPIC was held in May, which included a tour of the Waranga DCD, the Corop Waterscapes Project, and examples of farming changes in the Central Goulburn area.

A call has gone out for community members to join the new SIR Forum (SIRF), with the first meeting planned for mid-2025.

FARM AND REGIONAL PROSPERITY

A new way of approving whole farm plans was introduced for the Shire of Campaspe, City of Greater Shepparton, and Shire of Moira. This new method, based on revised Whole Farm Plan Guidelines for Earthworks Controls and Incorporated Document, helps decide how risky a proposed development is and what level of approval it needs. As part of the Agricultural Redevelopment Coordinator (ARC) project, a series of interviews were held with local agricultural business owners to hear their views on the challenges and opportunities in investing in the region.

The assessment of pressurised irrigation systems has continued to assist landholders to become more water and energy efficient. New tools have been developed including tools to enable the assessment of irrigation systems supplied by groundwater bores, and a tool to improve the assessment of irrigation systems utilising variable speed drives to improve pump performance and efficiency.

BIODIVERSITY

The amount, quality, diversity and connectivity of native vegetation is still the main focus of biodiversity projects, as outlined in the updated Land and Water Management Plan.

As part of the Connecting Culture and Country project (EC6) at Gemmill's Swamp near Shepparton, work has been carried out across 76 hectares. This includes weed control and fencing conducted by Traditional Owners (see Biodiversity theme for further information).

Protecting native vegetation through local planning rules remains a key priority. A new group, the Goulburn Broken Native Vegetation Advocacy Group, has been formed with partners like the Goulburn Valley Environment Group. The group is focused on sharing information about planted native vegetation.

WATER AVAILABILITY

Staff from the Sustainable Irrigation Program helped explore potential water-recovery opportunities put forward in the 'Planning Our Basin Future Together' prospectus. A key achievement was developing a business case for reconfiguring the Broken River Regulated System.

The concerns of the SIR community about how the Murray-Darling Basin Plan is being implemented were shared through various tours and forums, including highlighting the increased pressures on the Goulburn River to meet downstream demands. These events also highlighted possible solutions that could benefit everyone.

Staff also contributed to research projects run by the OneBasin CRC and worked on projects with the University of Melbourne, Latrobe University and Deakin University, looking at the way regional impacts of climate change affect water availability and are influencing NRM decision making.

The Regulated Diversions of Northern Victoria Land and Water Use Mapping project was completed. It created maps showing how land and water were used by customers in regulated systems in the GMW region during the 2023-24 irrigation season. The results help us better understand how the area – including the Goulburn Broken, North Central, and North East catchment areas – is changing and adjusting to challenges with water availability and industry use. The Unregulated systems LUM across the Goulburn Murray Water region commenced in 2024-25.

DRAINAGE

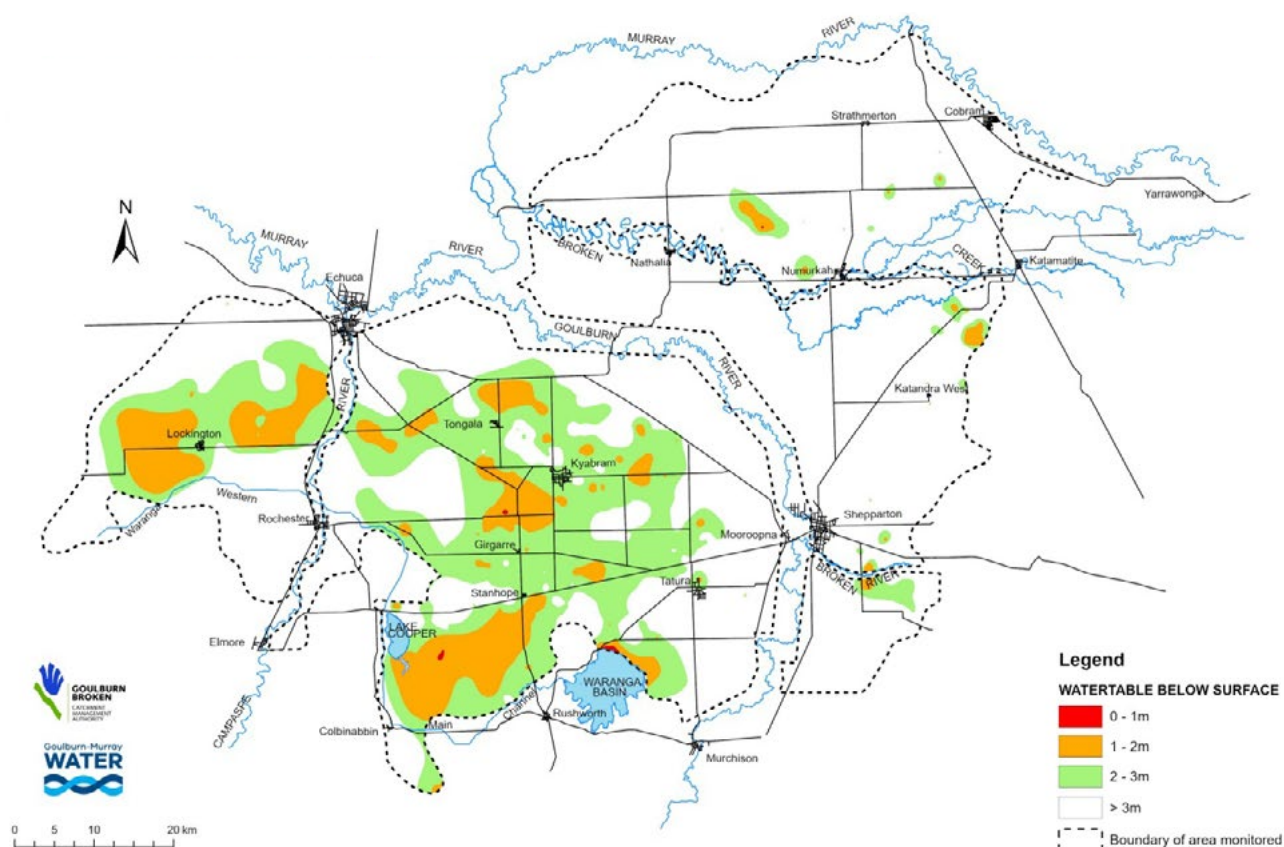
The final obstruction on the Waranga Drainage Course was removed, after gazettal approval of the Waranga Catchment Drainage Course Declaration (DCD) in spring 2024.

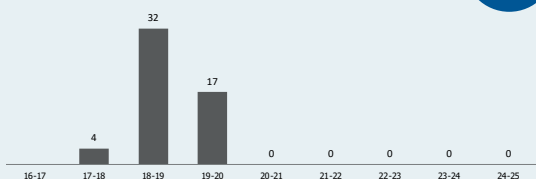
More investigations were carried out in the Murray Valley DCD area to check the remaining obstruction sites and make sure the information from landowners and technical data was still current.

Progressive landowners in the Deakin Top Creek area formed a focus group to discuss drainage issues in their catchment. Hydraulic modelling has started in the catchment to identify the extent of a possible DCD and potential obstructions.

The annual watertable study was completed. The observations and trends associated with the August 2024 Watertable Study were consistent with the current understanding of SIR shallow groundwater behaviour. Overall, the depth to the watertable decreased, while the rainfall for this period was above the long-term average. The six months preceding the study were quite dry and this was reflected in decreases across all depth segments. Refer to Figure 13 August 2024 Watertable map.

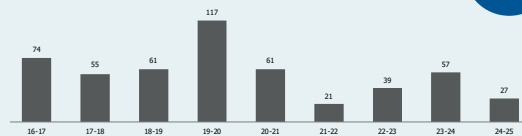
FIGURE 13: SHEPPARTON IRRIGATION REGION WATERTABLE CONTOURS AUGUST 2024





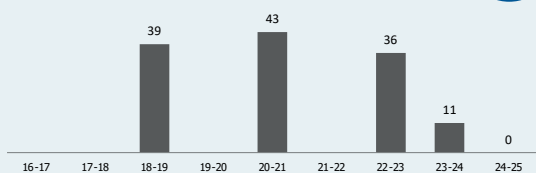
IRRIGATION SURFACE DRAINAGE: 0 KM

Construction of traditional surface drains has not been funded since 2020, with the GMID Drainage Management Strategy supporting the lower cost DCD implementation in undrained catchments.



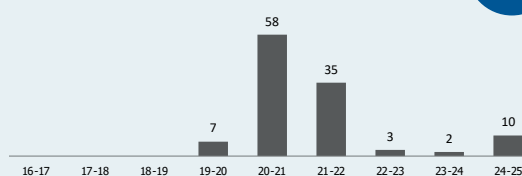
WHOLE FARM PLANS PREPARED: 27

In the last half of 2024, 25 plans were completed, but the pace of completing plans slowed down in 2025 because dry weather led landowners to focus more on drought management. EC5-funded plans ended in 2024, EC6 began in 2025, and Goulburn Murray Water Efficiency Project-funded plans ended in 2023-24.



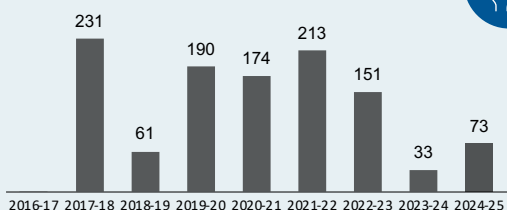
DRAINAGE COURSE DECLARED: 0 KM

Since 2017, standalone Drainage Course Declarations with associated obstruction removal have been implemented as a whole of catchment drainage solution that maximises social, environmental and economic outcomes.



DRAINAGE COURSE OBSTRUCTIONS TREATED: 10

Works associated with treatment of identified obstructions along the declared waterway. This can range from upgrading major road culverts to minor earthworks to clear blockages in existing infrastructure.



NATIVE VEGETATION INCREASED: 73 HA

People are still keen to protect patches of native vegetation, but many large old paddock trees have been lost due to new agricultural developments. Funding announced for revegetating private land and options for offset plantings are encouraging signs. Figures include measured and assumed gains and losses.



SALT DISPOSAL ENTITLEMENTS USED: 5.5EC (long-term credit allocated 8.9)

What's next for the SIR?

Now that the updated SIRLWMP 2050 is in place, work can move faster on the new priorities and goals. Below are some of the key focus areas for each critical attribute in 2025-26.

RESILIENT COMMUNITY

- Establish the new SIRC and community-based group to oversee actions in the SIRLWMP.
- Trial new ways of engaging the community; seeking out contributions from new and emerging groups and asking First Nations groups how they would like to be involved.

FARM AND REGIONAL PROSPERITY

- Work with local agencies and the community on the concept of a circular economy.
- Adapt existing programs to reflect the changing face of farming, including changes in the commodities being grown.
- Actively support the Broken River Reconfiguration project.

BIODIVERSITY

- Continue to help protect native plants and big old trees in paddocks by raising community awareness and supporting policy changes.
- Coordinate community and partnership forums to improve awareness about native plants and encourage teamwork, like with the Goulburn Broken Native Vegetation Advocacy Group, Municipal Catchment Coordinators group, and Goulburn Broken Local Government Biodiversity Reference Group.

WATER AVAILABILITY

- Involvement in the Murray Darling Basin Plan actions.
- Identify and implement actions to reduce the adverse impacts of reduced water availability for agriculture, the environment and industry.
- The completion of the Unregulated Land and Water Use Mapping project and a review of the GMID and Regulated areas.

DRAINAGE

- Finalise the investigation for a possible DCD within the Deakin Top Creek catchment.
- Remove six obstruction sites in the Murray Valley West DCD project, as funded by EC6.



SIRLWMP 2050 Launch

The Shepparton Irrigation Region Land and Water Management Plan (SIRLWMP) was renewed to reaffirm commitment to sustainable irrigation and environmental stewardship in the region.

Building on more than three decades of critical work, the SIRLWMP, Australia's long-running natural resource management plan, was renewed and officially launched in August 2024.

Originally developed to address a severe salinity issue which threatened agricultural productivity and natural ecosystems, the renewal reflected a strong community-driven vision that balanced ecological health with the economic vitality of the region.

Extensive consultation involving landowners, environmental advocates and Traditional Owners—including the Yorta Yorta Nation Aboriginal Corporation and Taungurung Land and Waters Council—was central to shaping the updated Plan.

A collaborative approach ensured the Plan incorporated local values, contemporary environmental challenges and broader sustainability goals, aligning with the United Nations Sustainable Development framework.

The renewed Plan placed a strategic focus on five key areas under pressure: biodiversity, resilient communities, farm and regional prosperity, water availability, and drainage management.

These priorities highlight the region's complex interdependence between land use, water resources and climate resilience.

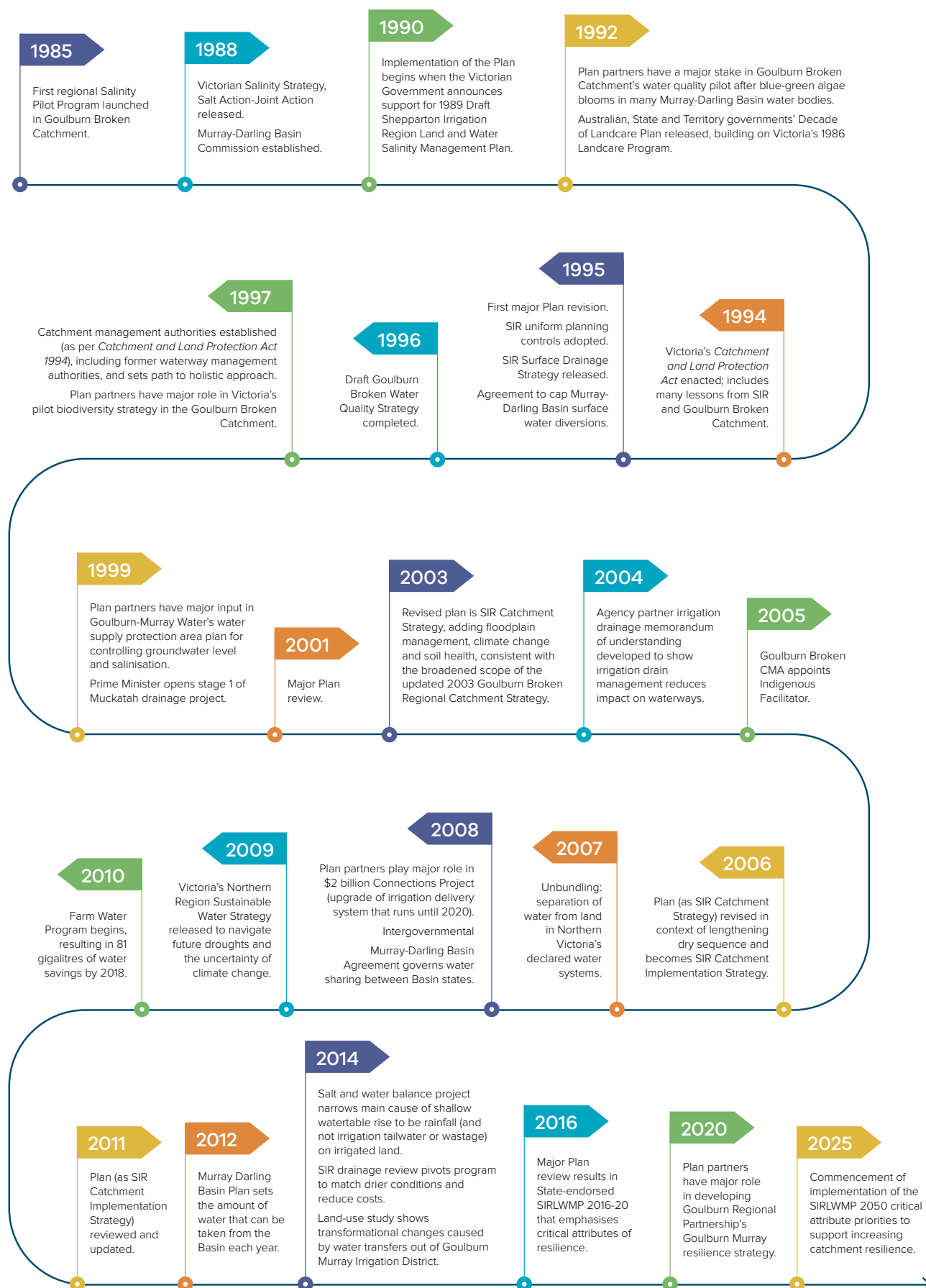
The Goulburn Broken Catchment Management Authority spearheaded the approval and implementation of the Plan with formal backing from the Victorian Department of Energy, Environment, and Climate Action.

The launch event, held at Gargarro Botanic Gardens, celebrated the extensive history of natural resource management and the future vision embodied in the Plan.

The event featured reflections on three decades of progress as well as renewed commitments to tackling ongoing and emerging environmental challenges.



FIGURE 14: TIMELINE OF THE FIRST 35 YEARS OF THE SHEPPARTON IRRIGATION REGION LAND AND WATER MANAGEMENT PLAN



4. Our Organisation

Goulburn Broken CMA Board

Members of the Goulburn Broken CMA Board of Directors are drawn from within the region and together have extensive experience and knowledge of land management, water resources management and the water industry, waterway management, environment or natural resources management, primary industry, strategic or business planning and financial management.

The Board governs and directs the Goulburn Broken CMA in line with its Board Charter.

Under the direction of the Board, Goulburn Broken CMA develops detailed environmental management strategies under the umbrella of the overarching Regional Catchment Strategy.



SARAH PARKER
CHAIR

1 JULY 2024 – 30 JUNE 2025

Sarah Parker is a committed leader with over 20 years' experience in executive and senior management roles spanning sustainable agriculture, education, and community advocacy. Postgraduate qualifications in agriculture and community development support the deep insight Sarah brings to the challenges and opportunities facing regional communities. Since 2004, Sarah and her husband have operated an irrigated dairy farm in Victoria's Goulburn Valley, applying a practical and values-driven approach to land and resource management.

Sarah is Secretary/Treasurer of the Australian Dairy Collective and a member of the NFF Telecommunications and Social Policy Committee. As Executive Officer of the Victorian Farmers Market Association, she also works within the World Farmers Market Coalition, advocating for sustainable local food systems globally.

A graduate of the Australian Institute of Company Directors, NFF Diversity in Agriculture Leadership Program, and the Victorian Climate Smart Agriculture Fellowship. Sarah is passionate about the future of agriculture and committed to encouraging the next generation to lead with purpose, innovation, and care for the environment.



ADRIAN WESTON
DEPUTY CHAIR

1 JULY 2024 – 30 JUNE 2025

Adrian, who previously ran a dairy farm, owns and operates an irrigated prime lamb and cropping farm enterprise at Rushworth. He is also a Campaspe Shire councillor.

Adrian has a long-standing interest in natural resource management and believes the greatest challenge facing the catchment community is balancing the demand for the increased productive use of land (soil) and water resources with protecting and improving the condition of the region's unique natural environment.

He says the key to building the catchment's environmental and social resilience relies on the willingness of business, industry and communities to embrace and adapt to change.



LEANNE MILLER AM

1 JULY 2024 – 30 JUNE 2025

Leanne is a Dhulanyagen Ulupna woman of the Yorta Yorta people. She is an experienced director with a history of working in government, non-government and social organisations.

She is skilled in governance and leadership in non-profit organisations, corporate social responsibility, program evaluation, conflict resolution and culture change. Leanne is a Senior Atlantic Fellow for Social Equity and is Manager, First Peoples Workforce Development Team, Organisational Design and Strategic Management at RMIT University.

She has extensive experience advocating for and building opportunities with women in business including in environmental management and tourism.

Leanne is Chair of the Outback Academy Australia, a Victorian Women's Trust board member, a Victorian Women's Benevolent Trust – Dugdale Trust for Women and Girls trustee, member of Koorie Women Mean Business and a Self Determination Fund trustee. She was the inaugural elected North East member of the First Peoples Assembly of Victoria (2019-2023).



LES MCLEAN

1 JULY 2024 – 30 JUNE 2025

Les is an experienced board director and executive with a strong financial background as CFO with more than 20 years management and leadership experience in the Victorian water industry and health sector.

Les holds particular expertise in finance, governance, strategic planning, risk management and stakeholder engagement. He is a Fellow Certified Practising Accountant (FCPA) and graduate of the Australian Institute of Company Directors.

He was previously a board director of the Port Phillip and Westernport CMA and currently holds the position of Executive Officer of the Natural Resources Conservation League of Victoria and its associated environmental philanthropic trust.



AMANDA MCCLAREN

1 JULY 2024 – 30 JUNE 2025

Amanda is a passionate advocate for sustainable land management, regenerative agriculture, and the role of education in supporting resilient rural communities. With a strong foundation in natural resource management, Amanda has led regional development initiatives as former Chair of Regional Development Australia (Hume) and Mayor of Strathbogie Shire. She brings a deep understanding of the environmental, economic, and social dynamics that shape the Goulburn Broken region.

Amanda teaches Agriculture and Horticulture at Seymour College, where she established a successful, hands-on learning program focused on food and fibre production. She is President of the Victorian Association of Agricultural and Horticultural Educators and a graduate of the Australian Institute of Company Directors, the Australian Rural Leadership Program – LARC Rivers to Plains, and the NFF Diversity in Agriculture Leadership Program. At Yapunyah Farm in Graytown, Amanda and her husband run a regenerative poultry enterprise, demonstrating practical approaches to soil health, biodiversity, and ethical food production.



JODIE SMITH

1 JULY 2024 – 30 JUNE 2025

Jodie is the manager of the Best Practice Program for CPA Australia and previously worked as an accountant in public practice for the past 16 years. She holds qualifications in economics, accounting, agriculture and animal science, is a Fellow Certified Practising Accountant (FCPA) and a graduate of the Australian Institute of Company Directors.

Jodie maintains an affinity to rural communities, having been a board director of Rochester and Elmore District Health Service for eight years. Jodie has an interest in how we can better maintain our environment and the role that agriculture plays in ensuring our natural resources are maintained for future generations.



JOHN MERRITT

1 JULY 2024 – 30 JUNE 2025

John has led large and complex government organisations for more than 25 years. He has been the chair of the WorkSafe Victoria board, a non-executive director of the Transport Accident Commission, the chief executive of VicRoads and the chief executive of the Environment Protection Authority. John was also the executive director of WorkSafe Victoria, the chief executive of the National Safety Council of Australia and held senior management roles in the Fletcher Challenge organisation.

Today, John is a non-executive director and an advisor and public speaker on leadership, culture and strategy. He is the chair of the Building Industry Consultative Council, a member of the advisory council for the Monash Sustainable Development Institute and a supporter of the St Kilda Football Club, as a member of the club's Audit, Risk and Compliance Committee and chair of the Danny Frawley Centre. He was a lead evaluator for Victoria's Biodiversity 2037 Strategy and conducted the independent review of SafeWork SA for the South Australian Government.



DAMIEN GERRANS

1 JULY 2024 – 30 JUNE 2025

Damien was raised in the upper Goulburn catchment where his family farmed beef cattle. He gained experience in environmental regulation and major project delivery before returning to the Goulburn Broken catchment in 2013. With his wife Jess and sons Arthur and Toby, he runs a farm at Lima East working to improve the ecological health of the property.

Recently Damien has worked in local government and Landcare. He also holds a degree in Environmental Engineering and a Masters in Sustainable Agriculture.

TABLE 5: BOARD MEMBERS AND MEETING ATTENDANCE 2024-25

NAME	POSITION	TERM	ATTENDED	ELIGIBLE TO ATTEND
Sarah Parker	Chair	1 July 2024 to 30 June 2025	8	9
Adrian Weston	Deputy Chair	1 July 2024 to 30 June 2025	9	9
Leanne Miller		1 July 2024 to 30 June 2025	9	9
Les McLean		1 July 2024 to 30 June 2025	9	9
Amanda McClaren		1 July 2024 to 30 June 2025	7	9
Jodie Smith		1 July 2024 to 30 June 2025	7	9
Damien Gerrans		1 July 2024 to 30 June 2025	8	9
John Merritt		1 July 2024 to 30 June 2025	9	9
Sam Muir	Indigenous Board Delegate	1 July 2024 to 30 June 2025	9	9
Qader Karimi	Board Associate	1 July 2024 to 30 June 2025	7	9

Members declare new interests at each (monthly) board meeting and document it in Pecuniary Interests Register. Members must submit a primary return and an annual return.

Declarations of Pecuniary Interests have been duly completed by relevant directors and officers of the Goulburn Broken CMA and are available for inspection.

Board Committees

The Goulburn Broken CMA has established an Audit Risk and Compliance Committee and a People Culture and Remuneration Committee. Both committees operate under the terms of their respective Charter.

AUDIT, RISK AND COMPLIANCE COMMITTEE

The responsibilities of the Audit, Risk and Compliance Committee are set out in Standing Direction 3.2.1.1. Its overarching function is to monitor and evaluate the adequacy and effectiveness of the corporate governance and risk management frameworks. Members are appointed by the Board, usually for a three-year term, and are subject to the committee's charter.

Meetings are held quarterly and at any other time on request of a committee member or the internal or external auditor. In 2024-25, the Committee met 5 times. Attendance of committee members is detailed in the table below.

TABLE 6: AUDIT, RISK AND COMPLIANCE COMMITTEE MEMBERSHIP AND MEETING ATTENDANCE 2024-25

NAME	POSITION	TERM	ATTENDED	ELIGIBLE TO ATTEND
Jodie Smith	Chair	1 July 2024 to 30 June 2025	5	5
Adrian Weston	Member	1 July 2024 to 30 June 2025	5	5
Les McLean	Member	1 July 2024 to 30 June 2025	5	5
Sarah Parker (ex-officio)	Member	1 July 2024 to 30 June 2025	3	5
Sam Muir	Non-voting member	1 July 2024 to 30 June 2025	1	5

PEOPLE, CULTURE AND REMUNERATION COMMITTEE

To assist the Board, the People, Culture and Remuneration Committee oversees the implementation of the Victorian Government's Remuneration Policy as it applies to the Goulburn Broken CMA CEO and any roles with a significant management responsibility. The Committee further oversees the compliance and renewal of the Goulburn Broken CMA Enterprise Agreement and review workplace and OHS performance.

In 2024-25, the Committee met 5 times. Attendance of committee members is detailed in the table below.

TABLE 7: PEOPLE, CULTURE AND REMUNERATION COMMITTEE MEMBERSHIP AND MEETING ATTENDANCE 2024-25

NAME	POSITION	TERM	ATTENDED	ELIGIBLE TO ATTEND
Amanda McClaren	Chair	1 July 2024 to 30 June 2025	5	5
Leanne Miller		1 July 2024 to 30 June 2025	3	5
John Merritt		1 July 2024 to 30 June 2025	5	5
Damien Gerrans		1 July 2024 to 30 June 2025	4	5
Sarah Parker (ex-officio)		1 July 2024 to 30 June 2025	3	5

Executive Team

CHIEF EXECUTIVE OFFICER

Carl Walters

CORPORATE PROGRAM MANAGER

Eileen Curtis (until September 2024)

Aaron Findlay (acting from October 2024)

Kylie Miriantini-Mele (acting from November 2024)

SUSTAINABLE LANDSCAPES PROGRAM MANAGER (UNTIL MAY 2025)

Megan McFarlane (acting from August 2024)

Rebecca Caldwell (acting from August 2024)

RIVER AND WETLAND HEALTH PROGRAM MANAGER

Simon Cowan

STATUTORY PLANNING AND FLOODPLAIN MANAGER

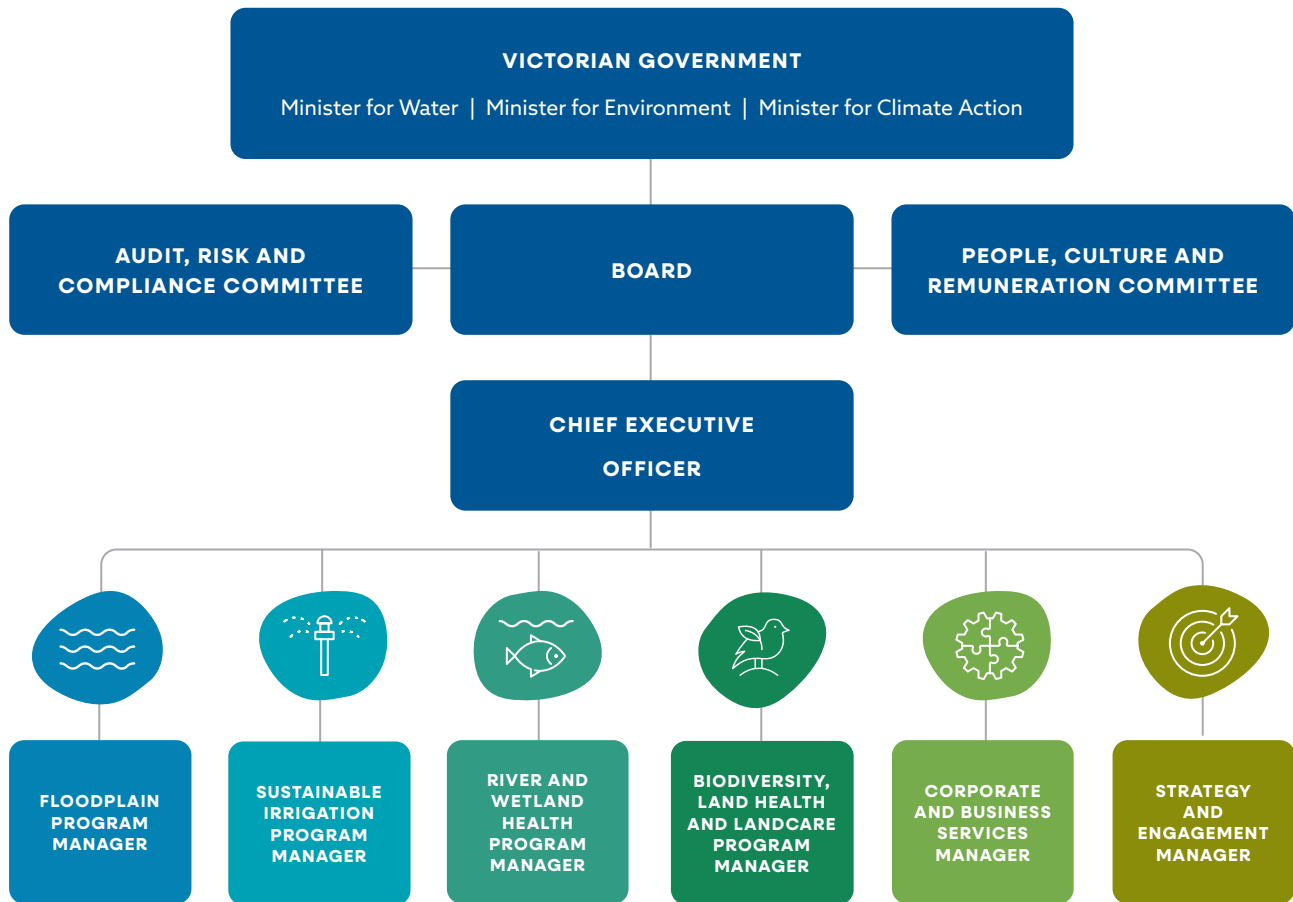
Guy Tierney

STRATEGY AND ENGAGEMENT MANAGER

Joshua Chikuse

Organisational structure

FIGURE 15: ORGANISATIONAL STRUCTURE





Human Resources and Occupational Health & Safety

2024-25 People and Culture

The Goulburn Broken CMA is dedicated to cultivating a workforce and organisational culture that exemplifies strong leadership, customer-centricity, industry-leading expertise, and constructive behaviours, all of which contribute to high organisational performance. These values are demonstrated through ongoing investment in employee development, fostering innovation, and encouraging adaptability to respond effectively to emerging opportunities. The organisation remains committed to promoting constructive working styles and ensuring a high level of employee engagement and flexibility, while maintaining manageable workloads and supporting a culture of continuous improvement.

The Goulburn Broken CMA demonstrates a strong commitment to providing a healthy and safe workplace by supporting and providing proactive employee-led safety initiatives and maintaining a focus on both the physical and psychological health of our people.

We have continued to align our workforce capabilities to the organisational goals and to provide meaningful outcomes for our people, the community and the environment.

Employment and Conduct Principles

The *Public Administration Act 2004* established the Victorian Public Sector Commission (VPSC). The VPSC's role is to strengthen public sector efficiency, effectiveness and capability, and advocate for public sector professionalism and integrity. The Goulburn Broken CMA's policies and practices are consistent with the VPSC's employment standards and provided for fair treatment, career opportunities and the early resolution of workplace issues. The Goulburn Broken CMA advises employees on how to avoid conflicts of interest, how to respond to offers of gifts and how it deals with misconduct and inappropriate workplace behaviour. In 2025, the 4-year Goulburn Broken CMA Enterprise Agreement was approved by the Fair Work Commission, providing alignment with new elements of the National Employment Standards, promoting flexible work arrangements in the way we do business and providing for a clearer and more streamlined performance development and review process.

Organisation condition

The Goulburn Broken CMA conducted an Organisational Culture Inventory (OCI) in 2024 which showed the culture of the organisation continues to improve and build to a high performing organisation, with leaders that model behaviours and a strong focus and commitment to our customers. The People Matter Survey 2025 results indicate employees are engaged more than the previous year, with people reporting a 35% increase in senior leaders providing clear strategy and direction, a 20% improvement in workload pressures and a 31% increase in senior leaders providing support for stress prevention.

The organisation continues to see flexible work arrangements being utilised, with 75% utilising some sort of flexible work arrangements, with 53% utilising flexible start and finish time. In addition, the appointment of more women to senior leadership positions within 2024/25 has decreased the gender pay gap significantly.

Modern Ways of Working

Flexible work is fully embedded into the Goulburn Broken CMA, through the flexible work framework. This is highly valued by staff, with the People Matter Survey showing that 100 per cent of respondents were confident that if they requested a flexible work arrangement it would be given due consideration. The workforce continues to benefit from hybrid working options, providing greater connectivity between offices, reducing travel and supporting work-life balance.

Capability building

Goulburn Broken CMA invested in leadership development opportunities through the Organisational Culture Inventory process in early 2025. This involved one-on-one coaching on leadership styles and impact on culture. In addition, some process and systems improvements were made in early 2025 with improvements made in the Safety Culture incident reporting platform and a new expense reimbursement process implemented.

Supporting our community

The Goulburn Broken CMA has continued to support a community leader to undertake the Fairley Leadership program via the Ken Sampson Scholarship program with a First Nations scholarship recipient participating in the 2025 program. In addition, during early 2025, five staff participated in volunteer opportunities with the Greater Shepparton Lighthouse Project.

Workforce Data

The following tables outlines the workforce data for the Goulburn Broken CMA. Employees have been correctly classified in its collection.

TABLE 8: ANNUALISED SALARY BY \$20,000 BANDS FOR EXECUTIVES AND OTHER SENIOR NON-EXECUTIVE STAFF

INCOME BAND (SALARY) ⁽ⁱ⁾	NO. (HEADCOUNT)
< \$160,000	0
\$160,000 - \$179,999	5
\$180,000 - \$199,999	2
\$200,000 - \$219,999	0
\$220,000 - \$239,999	1

(i) Income bands in this table differ from Note 8.4 in the Financial Statements as \$ values are based on salary only, not total remuneration package.

(ii) Nil Executives working Part-Time.

TABLE 9: OTHER WORKFORCE DATA FOR THE PERIODS 2022-23, 2023-24 AND 2024-25

	2022-23		2023-24		2024-25		COMMENTS
	NO.	%	NO.	%	NO.	%	
YEARS OF SERVICE ⁱ							
12 months or less	12	20	2	4	9	16	Average length of service has remained stable over the past few years, however with ongoing recruitment to new and existing positions, it is expected this number will reduce over the next few years.
1-3 years	5	8	13	27	10	18	
3-5 years	5	8	2	4	5	10	
5+ years	37	63	32	65	29	56	
Average length of service, years	9.6		10.1		9.4		
SALARY DISTRIBUTION ^{i, ii}							
<\$40,000	0	0	0	0	0	0	A competitive labour market and 3% annual increase in the new Goulburn Broken CMA Enterprise Agreement has largely driven these increases.
\$40,000 - 59,999	0	0	0	0	0	0	
\$60,000 - 79,999	7	16	5	11	1	2	
\$80,000 - 99,999	28	47	26	53	19	36	
\$100,000+	24	40	18	36	33	62	
Average Salary ⁱⁱⁱ	\$100,534		\$101,692		\$119,150		
QUALIFICATIONS ⁱ							
Year 12 or less	1	2	1	2	1	2	This has remained relatively consistent.
Certificate	1	2	0	0	1	2	
Advanced Diploma/Diploma	8	14	8	16	9	17	
Degree	37	63	29	59	26	49	
Postgraduate Degree/Graduate Diploma	12	20	11	22	9	17	
Turnover (total)	6	10	13	27	4	7.5	Turnover has likely reduced due to improved culture and stability of leadership.
Turnover (ongoing staff only, % of total turnover)	6	100	9	69	2	5	
Absenteeism		2.0		2.6		4	

(i) All employees (excluding terminations and board / committee members)

(ii) Based on 1.0 FTE full year salary

(iii) Actual average salary paid including terminations

COMPARATIVE WORKFORCE DATA ^{i, ii}

The following table discloses the headcount and full-time staff equivalent (FTE) of all active employees of the Goulburn Broken CMA employed at the last full pay period in June of the current reporting period (2025) and in the last full pay period in June of the previous reporting period (2024).

	JUNE 2024							JUNE 2025						
	ALL EMPLOYEES		ONGOING ⁱⁱⁱ			FIXED TERM ^{iv} AND CASUAL		ALL EMPLOYEES		ONGOING ⁱⁱⁱ			FIXED TERM ^{iv} AND CASUAL	
	NO.	FTE	FULL TIME	PART TIME	FTE	NO.	FTE	NO.	FTE	FULL TIME	PART TIME	FTE	NO.	FTE
			NO.	NO.						NO.	NO.			
DEMOGRAPHIC DATA														
GENDER ^v														
Male	19	18.9	16	1	16.6	2	2.0	20	19.9	15	1	15.9	4	4
Female	30	26.6	13	13	27.9	4	4.0	33	29.2	16	12	28.2	1	1
AGE														
15-24	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25-34	4	3.8	2	1	2.8	1	1.0	2	2	2	0	2	0	0
35-44	6	5.5	4	2	5.5	0	0	11	10.4	6	5	10.4	1	1
45-54	22	20.5	15	6	19.5	1	1.0	23	21.3	19	4	21.3	2	2
55-64	16	14.7	7	5	10.7	4	4.0	12	10.4	7	5	10.4	0	0
65+	1	1.0	1	0	0	0	0	1	1	1	0	1	0	0
CLASSIFICATION DATA ^{vi}														
BANDS														
Band 5	2	2.0	2	0	2.0	0	0	0	0	0	0	0	0	0
Band 6	6	5.0	2	3	4.0	1	1.0	3	2.6	1	2	2.6	0	0
Band 7	9	8.5	7	2	8.5	0	0	6	3.9	0	6	3.9	0	0
Band 8	18	16.2	9	8	15.2	1	1.0	22	20.8	14	5	20.8	3	3
SEO	10	9.8	9	1	9.8	0	0	9	8.8	9	0	8.8	0	0
Program Managers	3	3.0	1	0	0	3	3.0	2	2	0	0	0	2	2
2PEER	1	1.0	1	0	0	1	1.0	1	1	0	0	0	1	1

(i) All figures reflect employment levels during the last full pay period in June of each year

(ii) Excluded are external contractors/consultants, and temporary staff employed by employment agencies.

(iii) Ongoing employees includes people engaged on an open-ended contract of employment who were active in the last full pay period of June.

(iv) Fixed Term employees include people engaged on a fixed term contract of employment who were active in the last full pay period of June.

(v) Non-binary data around gender (self-described) has not yet been collected.

(vi) Employees are classified as a Band (1 to SEO) under the EBA. Program managers refer to employees not employed under the EBA.

2024-2025 Occupational Health and Safety performance

The Key Performance Indicators for OHS at the Goulburn Broken CMA continues to be included in the quarterly reporting of OHS to the Board and Senior Management team.

The 2024-25 focus on Occupational Health, Safety and Wellbeing has been on:

- Promoting Safe Work Month in October 2024 which included cross functional depot inspections, seminars and a focus on physical fitness and nutrition.
- Vehicle and driver safety.
- Psychological safety and wellbeing initiatives
 - RUOK Day, mindfulness, and expansion and promotion of our mental health resources through our Employee Assistance Provider.
- Wellbeing and health screening initiatives offered during 2024/25 included:
 - Influenza vaccination program
 - Skin cancer check program
 - Skin cancer education program
 - Social engagement activities such as A Taste of Harmony, One Foot Forward – step challenge, and a Goulburn Broken CMA shared recipe book.

TABLE 10: 2024-25 OCCUPATIONAL HEALTH AND SAFETY PERFORMANCE TABLE

		2022-23	2023-24	2024-25
Hazards	Hazards reported, no.	4	1	3
	Rate per 100 FTE	7	2	5
Incidents	Total incidents, no.	21	10	12
	Rate per 100 FTE	38	22	22
	Incidents requiring first aid and/or further medical treatment, no.	2	1	1
Claims	No. of Standard claims	1	0	0
	Rate per 100 FTE	2	0	0
	No. of lost time Standard claims	1	0	0
	Rate per 100 FTE	2	0	0
	No. claims exceeding 13 weeks	0	0	0
	Rate per 100 FTE	0	0	0
Fatalities	Fatality claims	0	0	0
Claim costs	Average cost per Standard claim	\$3,964	0	0
Return to work	Percentage of claims with RTW plan <30 days	100	0	0
Management commitment	Evidence of OHS policy statement, OHS objectives, regular reporting to senior management of OHS, and OHS plans (signed by CEO or equivalent).	Completed	Completed	Completed
	Evidence of OHS criteria(s) in purchasing guidelines (including goods, services and personnel).	Completed	Completed	Completed
Consultation and participation	Evidence of agreed structure of designated workgroups (DWGs), health and safety representatives (HSRs), and issue resolution procedures (IRPs)	Completed	Completed	Completed
	Compliance with agreed structure on DWGs, HSRs, and IRPs.	Completed	Completed	Completed
	Number of OHS Committee meetings	5	5	6
Risk management	Percentage of internal audits/inspections conducted as planned.	83	75	100
	Percentage of reported incidents investigated	100	100	100
	Improvement Notices issued across the Authority by WorkSafe	0	0	0
	Percentage of issues identified actioned arising from:			
	• internal audits	100	100	100
Training	• HSR provisional improvement notices (PINs)	N/A	N/A	0
	• WorkSafe notices	N/A	N/A	0
	Percentage of managers and staff that have received OHS training:			
	• induction	100	100	100
	• management training	100	100	100
	• contractors, temps, and visitors	100	100	100
	Percentage of HSRs trained:			
	• acceptance of role	N/A	N/A	100
	• re-training (refresher)	0	2	100
	• reporting of incidents and injuries	100	100	100

Compliance and Disclosures

FINANCIAL MANAGEMENT COMPLIANCE ATTESTATION STATEMENT

I, Sarah Parker, Chair of the board of the Goulburn Broken Catchment Management Authority, on behalf of the Responsible Body, certify that the Goulburn Broken CMA has no Material Compliance Deficiency with respect to the applicable Standing Directions under the *Financial Management Act 1994* and Instructions.



Sarah Parker
Chair, Goulburn Broken Catchment Management Authority
16 September 2025

Corporate governance practices

Sound and ethical corporate governance practices underpin the Goulburn Broken CMA's overall performance including compliance with what is required and expected of it. This is codified in the Goulburn Broken CMA's Financial Code of Practice which all employees are obligated to comply with.

Goulburn Broken CMA manages its legislative compliance in accordance with its Legislative Compliance Framework Policy and legislative compliance register.

Disclosure index

An index identifying the Goulburn Broken CMA's compliance with statutory disclosure requirements is contained in the Disclosure Index (see page 145).

Building Act 1993

The Goulburn Broken CMA does not own or control any government buildings and consequently is exempt from notifying its compliance with the building and maintenance provisions of the *Building Act 1993*.

DataVic Access Policy 2012

The Goulburn Broken CMA regularly utilises data from DataVic to support its Geospatial mapping for the purposes of supporting flood management and NRM planning. In the reporting period the Goulburn Broken CMA has not supplied any data directly to DataVic. Goulburn Broken CMA has been consistent with the DataVic Access Policy by accessing the data, using it for day-to-day operations, and giving appropriate recognition to DataVic on all published maps.

Competitive Neutrality Policy

Competitive neutrality requires government businesses to ensure where services compete, or potentially compete with the private sector, any advantage arising solely from their government ownership be removed if it is not in the public interest. Government businesses are required to cost and price these services as if they were privately owned. Competitive neutrality policy supports fair competition between public and private businesses and provides government businesses with a tool to enhance decisions on resource allocation. This policy does not override other policy objectives of government and focuses on efficiency in the provision of service. The Goulburn Broken CMA continues to comply with the requirements of the Competitive Neutrality Policy.

Gender Equality Act 2020

The *Gender Equality Act 2020* requires certain organisations with more than 50 employees (defined entities) to complete 5 key tasks to meet their obligations under the Act:

- Promote gender equality
- Conduct gender impact assessments
- Undertake a workplace gender audit
- Create a Gender Equality Action Plan
- Report on progress

The Goulburn Broken CMA has completed all requirements to ensure compliance with its obligations under the Act with the Commissioner formally approving the Goulburn Broken CMA Gender Equality Action Plan.

Statement of availability of other information

The Goulburn Broken CMA's Annual Reports and Corporate Plans are available on the website www.gbcma.vic.gov.au

Additional information available on request

In compliance with the requirements of the Standing Directions 2018 under the *Financial Management Act 1994*, details in respect of the items listed below have been retained by the Authority and are available on request, subject to the provisions of the *Freedom of Information Act 1982*:

- details of publications produced by the entity about itself and how these can be obtained.
- details of changes in prices, fees, charges, rates and levies charged by the entity.
- details of any major external reviews carried out on the entity.
- details of major research and development activities undertaken by the entity.
- details of major promotional, public relations and marketing activities undertaken by the entity to develop community awareness of the entity and its services.
- details of all consultancies and contractors.

The information is available on request from:

FOI Officer, Goulburn Broken CMA, PO Box 1752, Shepparton VIC 3630

Email foi@gbcma.vic.gov.au or phone (03) 5822 7700.

Additional information included in annual report

Details in respect of the following items have been included in the Goulburn Broken CMA's annual report, on the pages indicated below:

- assessments and measures undertaken to improve the occupational health and safety of employees (on page 88)
- a list of the Goulburn Broken CMA's major committees; the purposes of each committee; and the extent to which the purposes have been achieved (on page 81)
- a statement of completion of declarations of pecuniary interests by relevant officers (on page 81).

Information that is not applicable to the Goulburn Broken CMA

The following information is not relevant to the Goulburn Broken CMA for the reasons set out below:

- a declaration of shares held by senior officers (no shares have ever been issued in the Goulburn Broken CMA)
- a statement on industrial relations within the Goulburn Broken CMA and details of time lost through industrial accidents and disputes (no industrial relations issues occurred during 2024-25).
- details of overseas visits undertaken including a summary of the objectives and outcomes of each visit (no overseas visits occurred during 2024-25).

Freedom of Information (FOI)

The Act allows the public a right of access to documents held by the Authority. The purpose of the Act is to extend as far as possible the right of the community to access information held by government departments, local councils, Ministers and other bodies subject to the Act.

An applicant has a right to apply for access to documents held by the Authority. This comprises documents both created by the Authority or supplied to the Authority by an external organisation or individual, and may also include maps, films, microfiche, photographs, computer printouts, computer discs, tape recordings and videotapes. Information about the type of material produced by the Authority is available on the Authority's website under its Part II Information Statement.

The Act allows an organisation to refuse access, either fully or partially, to certain documents or information. Examples of documents that may not be accessed include: cabinet documents; some internal working documents; law enforcement documents; documents covered by legal professional privilege, such as legal advice; personal information about other people; and information provided to an Authority in-confidence and information that is confidential under the Act.

Under the Act, the FOI processing time is 30 days. However, when external consultation is required under ss29, 29A, 31, 31A, 33, 34 or 35, a 15-day automatic extension applies. Processing time may also be extended by periods of 30 days, in consultation with the applicant. With the applicant's agreement this may occur any number of times. However, obtaining an applicant's agreement for an extension cannot occur after the expiry of the timeframe for deciding a request.

If an applicant is not satisfied by a decision made by the Authority, under section 49A of the Act, they have the right to seek a review by the Office of the OVIC within 28 days of receiving a decision letter.

Making a request

FOI requests can be lodged online at ovic.vic.gov.au. An application fee of \$33.60 applies. Access charges may also be payable if the document pool is large and the search for material time consuming.

When making an FOI request, applicants should ensure requests are in writing and clearly identify what types of material/documents are being sought and be accompanied by the application fee to be a valid request.

Access to documents can also be lodged through a written request to the Goulburn Broken CMA's Freedom of Information officer, as detailed in s17 of the Act.

Requests can be emailed to foi@gbcma.vic.gov.au or mailed to:

Freedom of Information Officer
PO Box 1752, Shepparton, Vic 3632.

FOI statistics/timeliness

During 2024-25, the Authority received no applications and made no FOI decisions during the 12 month period ended 30 June 2025.

During 2024-25, there were no requests subject to a complaint/internal review by OVIC and no requests were progressed to the Victorian Civil and Administrative Tribunal (VCAT).

Further information

Further information regarding the operation and scope of FOI can be obtained from the Act; regulations made under the Act; and www.ovic.vic.gov.au.



Compliance with the Public Interest Disclosures Act 2012

The *Public Interest Disclosures Act 2012* enables people to make a disclosure about corrupt or improper conduct by a public officer or a public body. The Goulburn Broken CMA is a 'public body' for the purposes of the Act.

What is a public interest disclosure?

A public interest disclosure is a complaint of corrupt or improper conduct or detrimental action by a public officer or a public body.

'Improper or corrupt conduct' involves substantial mismanagement of public resources, risk to public health or safety or the environment, or corruption. 'Detrimental action' is action taken against a person in reprisal for making a public interest disclosure.

How do I make a 'Public Interest Disclosure'?

You can make a public interest disclosure about the Goulburn Broken CMA or its board members, officers or employees by contacting the Independent Broad-Based Anti-Corruption Commission (details below). The Goulburn Broken CMA is not able to receive public interest disclosures.

How can I access the Goulburn Broken Catchment Management Authority's procedures for the protection of persons from detrimental action?

The Goulburn Broken CMA has established procedures for the protection of persons from detrimental action in reprisal for making a protected disclosure about Goulburn Broken CMA or its employees.

You can access the Goulburn Broken CMA's Public Interest Disclosure policy and procedures on its website at: www.gbcma.vic.gov.au

Contacts

Independent Broad-Based Anti-Corruption Commission (IBAC) Victoria

Address: Level 1, North Tower, 459 Collins Street, Melbourne Victoria 3000.

Mail: IBAC, GPO Box 24234, Melbourne Victoria 3001.

Internet: www.ibac.vic.gov.au

Phone: 1300 735 135

Email: see the website above for the secure email disclosure process, which also provides for anonymous disclosures.

Local Jobs First - Victorian Industry Participation Policy

The *Local Jobs First Act 2003* requires public bodies and departments to report on implementation of the Victorian Industry Participation Policy (Local Jobs First - VIPP) and Major Project Skills Guarantee (MPSG) policy. Public bodies are required to apply VIPP and MPSG policy in all projects over \$1 million in regional Victoria. MPSG applies to all construction projects valued at \$20 million or more.

During 2024-25, the Goulburn Broken CMA did not commence any contracts valued at over \$1m which a VIPP Plan or Local Industry Development Plan was required.

Government advertising expenditure

No advertising campaigns with a media spend of \$100,000 or greater were entered into during the year.

Disclosure of major contracts

The Goulburn Broken CMA did not award any major contracts (valued at \$10 million or more) during 2024-25.

Community Grants

Appendix 5 details a list of grants paid to community groups and organisations for projects during the 2024-25 financial year. Payments made to Traditional owner groups are done on a works basis and may be across more than one funding source.

Major Contracts

The Goulburn Broken CMA did not manage any major contracts of Total Estimated Investment of \$10 million or more.

Disclosure of Emergency Procurement

During 2024-25, the Goulburn Broken CMA did not undertake Emergency Procurement as defined under the requirements of government policy and accompanying guidelines.

Disclosure of Procurement Complaints

During 2024-25, the Goulburn Broken CMA did not have any complaints in relation to the procurement of goods and services by entities within the scope of the Victorian Government Purchasing Board framework.

Consultancy expenditure

The below table outlines the number and dollar value of consultancies for 2024-25 above and below \$10,000 compared to previous years.

	2020-21		2021-22		2022-23		2023-24		2024-25	
	NO.	\$ (EX GST)	NO.	\$ (EX GST)	NO.	\$ (EX GST)	NO.	\$ (EX GST)	NO.	\$ (EX GST)
Consultancies valued at \$10,000 or greater	16	498,346	17	445,745	9	205,997	8	215,638	11	378,434
Consultancies valued at less than \$10,000	9	68,734	16	58,651	21	121,916	18	59,266	12	43,786

Details of individual consultancies valued at \$10,000 or greater are outlined on the Goulburn Broken Catchment Management Authority website, at www.gbcma.vic.gov.au.

Disclosure of review and study expenses

During 2024-25, there were 4 material reviews and studies currently underway with the total cost of \$804,542. Details of individual reviews and studies are outlined below.

NAME OF THE REVIEW	REASONS FOR REVIEW/STUDY	TERMS OF REFERENCE/ SCOPE	ANTICIPATED OUTCOMES	ESTIMATED COST FOR THE YEAR (EXCL. GST)	FINAL COST IF COMPLETED (EXCL. GST)	PUBLICLY AVAILABLE (Y/N) AND URL
Riverbank physical change monitoring along the Goulburn River	Monitoring of physical changes	Measure the impact (erosion and deposition) of flow events.	More informed decision making.	\$80,000	\$80,000	N
Waring/Mid Goulburn River Geomorphic Study – Phase 2 - Towards a Shared Understanding	Monitoring of physical changes	Review of past, present and future physical form, processes and landscape interactions.	More informed decision making.	\$34,171	\$49,065	N
Hydrology & Hydraulic Analysis, Flood Behaviour Mapping & Intelligence for the Goulburn and Broken Rivers	Analysis and mapping of flood behaviour	Mapping and Intelligence for the Goulburn and Broken Rivers	More informed decision making for flood events	\$60,029	\$249,800	N
Goulburn Broken Levees – Flood Readiness and Response	Categorise managed and unmanaged levees across the Goulburn Broken catchment	Mapping of levees, updating of intelligence documentation and categorisation for ongoing management	More informed decision making for flood events	\$72,929	\$425,677	N

Subsequent events

There were no events occurring after balance date which may significantly affect the Goulburn Broken CMA's operations in subsequent reporting periods.

Information and Communication Technology (ICT) expenditure

For the 2024-25 reporting period, Goulburn Broken CMA had a total ICT expenditure of \$1,163,419 with the details shown below.

ALL OPERATIONAL ICT EXPENDITURE	ICT EXPENDITURE RELATED TO PROJECTS TO CREATE OR ENHANCE ICT CAPABILITIES		
BUSINESS AS USUAL ICT EXPENDITURE	NON-BUSINESS AS USUAL ICT EXPENDITURE	OPERATIONAL EXPENDITURE (OPEX)	CAPITAL EXPENDITURE (CAPEX)
TOTAL \$	TOTAL \$ = OPEX + CAPEX)	\$	\$
1,077,172	86,247	80,128	6,119

ICT expenditure refers to the Goulburn Broken CMA's costs in providing business enabling ICT services within the current reporting period. It comprises Business as usual ICT expenditure and Non-business as usual ICT expenditure.

Non-business as usual expenditure relates to extending or enhancing the Goulburn Broken CMA's current ICT capabilities.

Business as usual ICT expenditure is all remaining ICT expenditure which primarily relates to ongoing activities to operate and maintain the current ICT capability.

Excludes expenditure on shared systems and security services including Dynamics 365 system management that has been recharged to CMAs.

The Goulburn Broken CMA Social Procurement Strategy aligns with the Victorian Government's Social Procurement Framework (SPF), which guides the procurement of goods, services, and construction by entities subject to the Standing Directions 2018 under the *Financial Management Act 1994*. Through our procurement activities, we actively leverage our purchasing power to generate positive social, economic, and environmental outcomes that extend beyond the immediate value of the goods and services acquired. This approach reflects our commitment to contributing meaningfully to the wellbeing of the Victorian community, the resilience of the economy, and the sustainability of our environment.

The Goulburn Broken CMA is committed to supporting the Victorian Government's SPF and recognises its key role in driving positive social and sustainable outcomes for all Victorians. Since the launch of our Social Procurement Strategy in 2020, we have embedded its objectives within our broader procurement framework, with implementation efforts continuing to progress.

As part of this strategy, the Goulburn Broken CMA prioritised five key objectives during 2024-25 from the SPF. These objectives have a strong alignment with our organisational values and strategic direction and have potential to deliver meaningful social procurement outcomes. The table below outlines these objectives along with the associated reporting metrics used to track our progress.

Social Procurement Framework

The Goulburn Broken CMA continues to strengthen its engagement with the diverse and evolving landscape of environmental, social, and governance challenges and opportunities. We are committed to reducing greenhouse gas emissions across our operations and embedding climate change mitigation and adaptation strategies into our work, in partnership with communities throughout the catchment.

In alignment with our sustainability goals, we actively seek to minimise waste sent to landfill and prioritise the use of environmentally responsible products and services. Our procurement practices support regional circular economy initiatives, reinforcing our dedication to sustainable development and responsible resource management.

OBJECTIVE PRIORITISED	OUTCOME SOUGHT	SPF REPORTING METRIC	2024-25 (ACTUAL)
Opportunities for Victorian Aboriginal people	Employment of Victorian Aboriginal people by suppliers to the Victorian Government	Number of Victorian Aboriginal businesses engaged	2
		Total expenditure with Victorian Aboriginal businesses	\$216,653
	Purchasing from Victorian Aboriginal businesses	Number of Victorian Aboriginal businesses engaged	2
		Number as a proportion of the suppliers used by the CMA	0.6%
Opportunities for Victorians with a disability	Purchasing from Victorian social enterprises and Australian Disability Enterprises	Number of Victorian social enterprises led by a mission for people with disability and Australian Disability Enterprises engaged	1
		Total expenditure with Victorian social enterprises led by a mission for people with disability and Australian Disability Enterprises (excl. GST)	\$2,466
Environmentally sustainable business practices	Project-specific requirements to use sustainable resources and to manage waste and pollution.	The number of contracts entered with Victorian Government suppliers that contain clauses relating to both sustainable resources and management of waste and pollution.	0
		Total expenditure with contracted Victorian Government suppliers which include clauses relating to sustainable resources and management of waste and pollution.	0
Environmentally sustainable business practices	Adoption of sustainable business practices by suppliers to the Victorian Government.	Total number of contracts entered with Victorian Government suppliers that have clauses for environmentally sustainable business practices.	0
		Total expenditure with contracted Victorian Government suppliers which include clauses for environmentally sustainable business practices.	0
Use of local suppliers	Supporting local communities and SME's	Percentage of total expenditure with local suppliers.	45.25%

Number of social benefit suppliers

3

Spend (ex. gst)

\$219,119.86

Number of Victorian Aboriginal businesses

2

Spend (ex. gst)

\$216,653.49

Number of Victorian Social Enterprises (SE)

1

Spend (ex. gst)

\$2,466.37

Number of Victorian SE (led by mission for people with disability) and ADE

1

Spend (ex. gst)

\$2,466.37

Number of Victorian SE (led by mission for job readiness and employment of Victorian priority jobseekers)

0

Spend (ex. gst)

\$-

FIGURE 16: TOTAL SPEND \$ (EX. GST) BY CATAGORY

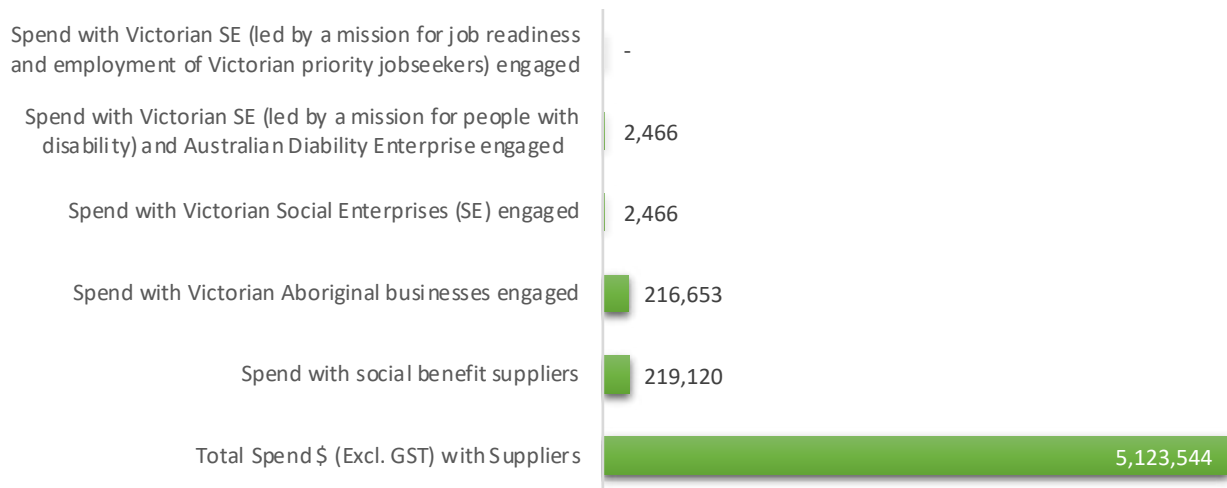
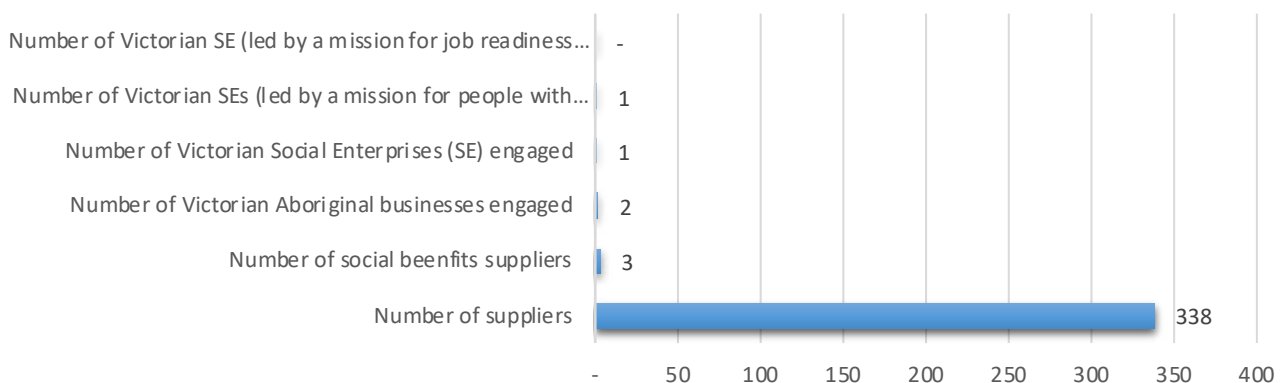


FIGURE 17: TOTAL SUPPLIERS BY CATEGORY



The Goulburn Broken CMA continues to demonstrate its commitment to advancing social and sustainability objectives through procurement, guided by the Social Procurement Framework. In 2024-25, the organisation has actively progressed its prioritised goals, and these efforts in 2025-26 are expected to drive ongoing growth in social benefits for the community.

A key focus has been the engagement of local suppliers within the catchment area, resulting in a twofold increase in the number of local suppliers involved in social procurement compared to the previous financial year. The Goulburn Broken CMA will continue to support local and Traditional Owner engagement, contributing to improved resilience across the Catchment's community, land, biodiversity and water resources.

Environmental Reporting

The data reported in this section is in line with the reporting requirements under Financial Reporting Direction 24 Reporting of environmental data by government entities. The environmental data captured in 2006-07 is used as a baseline for reporting.

The operational boundary for this reporting period includes a fleet of 36 vehicles plus its two offices as outlined below:

- 168 Welsford Street, Shepparton (leased)
- Shop 5/10 High Street, Yea (leased)

Note that the Goulburn Broken CMA offices at 89 Sydney Road, Benalla are part of the Department of Energy, Environment and Climate Action and the environmental indicators associated with this building are included in the Departments' report.

As per the Board endorsed Organisational Environment Policy, the Goulburn Broken CMA is committed to maximising ecological and natural resource management outcomes, as well as mitigating and adapting to climate change through its activities. It recognises that it has the capability to improve the natural environment as well as reduce impacts from climate change from an organisational and regional/catchment perspective.

Having achieved carbon neutrality for Scope 1 and Scope 2 emissions in 2025 through carbon offsets, we aim to maintain this target through offsets or other abatement initiatives. We will also seek to broaden our understanding of our Scope 3 emissions as we pursue net zero by the end of 2030.

Electricity production and consumption

The period from 2006-07 to 2024-25, electricity consumption reduced significantly with more efficient lighting installed, more efficient ICT equipment (including move to cloud servers) and an increase in flexible working arrangements have likewise reduced electricity usage in the offices.

The Goulburn Broken CMA has had installed a 39 kW solar system at its Shepparton Office which has resulted in a significant decrease in the use of grid sourced electricity and an increase in solar PV generation. The Goulburn Broken CMA notes that future electricity usage will likely increase as it transitions its fleet to electric vehicles.

TABLE 11: TOTAL ELECTRICITY CONSUMPTION (MWh)

INDICATOR	2024-25	2023-24	2006-07
Not directly purchased but from outside the organisation (MWh)			
Goulburn Broken CMA Offices ⁱ	58	64	0
On-site electricity generated (MWh)			
Solar PV ⁱⁱ - Exports	24	25	0
Total electricity offsets (MWh)			
Greenpower ⁱⁱⁱ	46	60	0

(i) Shepparton and Yea offices. Data is taken directly from energy supplier invoices.

(ii) Rooftop solar located at Shepparton Office.

(iii) 100% Green Power at Shepparton and Yea Offices.

TABLE 12: GREENHOUSE GAS EMISSIONS

	CONSUMPTION	2024-25 GHG EMISSIONS (t CO ₂ -e) ⁱ	CONSUMPTION	2023-24 GHG EMISSIONS (t CO ₂ -e) ⁱ	CONSUMPTION	2006-07 GHG EMISSIONS (t CO ₂ -e) ⁱ
DIRECT EMISSIONS (SCOPE 1)						
Petrol for vehicles (L)	49,253	113.9	49,681	114.9	74,711	171.0
Diesel for vehicles (L)	15,651	42.5	10,015	27.2	66,127	178.0
LPG for vehicles (L)	0	0.0	0	0.0	8,936	14.0
Distance travelled by fleet vehicles (km)	1,015,344		1,114,298		N/A	
Total Scope 1		156.4		142.1		363.0
INDIRECT EMISSIONS (SCOPE 2)						
Nil Owned Facilities						
Total Scope 2		0.0		0.0		0.0
EMISSIONS NOT CONTROLLED BUT INFLUENCES (SCOPE 3) ⁱⁱ						
Electricity (kWh) ⁱⁱ	57,817	44.5	63,533	50.2	147,930	179.0
Electricity offsets (Green power purchased)	45,581	-35.1	59,857	-47.3	0	0
Solar electricity exported to grid (kWh)	23,708	-18.3	25,303	-20.0	0	0
Electricity (transmission and distribution losses) (kWh)	57,817	5.2	63,533	4.4	147,930	22.0
Flights (km) ⁱⁱⁱ	8,405	1.8	41,831	4.7	Not avail.	
Waste – Landfill (kg)	120	0.2	0	0.0	0	0.0
Water consumption (kL)	328	0.5	328	0.5	8,680	9.0
Paper consumption (reams)	248	0.9	396	0.9	Not avail.	
Petrol (extraction, production, etc.) (litres)	117	0.7	111	0.4	514	2.0
Diesel (extraction, production, etc.) (litres)	49,253	29.0	49,681	29.2	74,711	14.0
LPG (extraction, production, etc.) (litres)	15,651	10.5	10,015	6.7	66,127	13.0
Staff WFH (Days)	0	0.0	0	0.0	8,936	1.0
Employee Commute (Diesel/Unleaded) (L)	4,223	6.0	0	0.0	0	0.0
Uplift Factor- (5% Scope 3)	17,426	49.1	0	0.0	0	0.0
Total Scope 3		99.0		29.8		61.0
Total Scope 1 + 2		156.4		142.1		542.0
Total Scope 1 + 2 + 3		255.4		171.9		603.0
Offsets purchased - Travel		1.8		0		
ACCU Carbon Offsets purchased		180		0		
Net Emissions		73.6		171.9		603.0

(i) Emissions (t CO₂-e) for electricity and vehicles were calculated using the National Greenhouse Accounts factors: 2024 issued by Australian Department of Climate Change, Energy, the Environment and Water. Emissions (t CO₂-e) for working from home are calculated utilising Anthesis Remote Worker Emission factors (2021) (Table 4 and 5 Australia. Water is calculated in line with the Goulburn Murray Water Annual Report emissions per KL whilst waste, flights and paper usage is calculated utilised the VIC EPA GHG Management Plan 2020-2021 factors.

(ii) Shepparton and Yea Offices are leased and as such electricity is classified as Scope 3 emissions

TABLE 13: NUMBER AND PROPORTION OF VEHICLES

INDICATOR	2024-25		2023-24		2006-07	
		%		%		%
Number and proportion of vehicles						
Passenger vehicles ⁱ	47	100%	49	100%	45	100%
Petrol	35	75%	41	84%	35	78%
Diesel/ Biodiesel	12	25%	8	16%	10	22%

(i) Passenger vehicles include all Goulburn Broken CMA vehicles used for its operations.

Greenhouse gas emissions

The Goulburn Broken CMA reports its greenhouse gas emissions broken down into emissions 'scopes' consistent with National and International standards. Scope 1 emissions are from sources that the Goulburn Broken CMA owns or controls such as fleet vehicles. Scope 2 emissions are from indirect emissions from use of electricity from the grid (where buildings owned- Nil for the Goulburn Broken CMA) and Scope 3 emissions are from indirect emissions from sources Goulburn Broken CMA does not control but does influence (list of reported items in the table below). In 2024/25 the Goulburn Broken CMA increased the scope of its reporting of Scope 3 emissions to now include material emissions in working from home emissions, employee commute, and accommodation whilst travelling.

It has also added an uplift factor of 5% to account for multiple, difficult to calculate activities to assist in ensuring it is fully recognising its scope 3 emissions. This has increased the emissions in scope 3 by 60 tonnes CO₂ and represents the commitment of the Goulburn Broken CMA of including its full scope 3 emissions and an expanded 2030 emissions reduction target.

As per the table below emissions have continued to drop significantly from 2006/07 levels in line with the transition to more efficient vehicles and increased use of video conferencing. Emissions from electricity usage likewise have significantly reduced with the switch to 100% Greenpower at its offices and the installation of solar panels on its Shepparton Office.

Flexible working arrangements have lowered office electricity usage, but this reduction is partially offset by increased scope 3 emissions from employees working at home.

Emissions from flights decreased for the year from 2023-24 as the previous year included an overseas flight for an international study tour (approximately 3.7 tonnes CO₂). Note that due to the materiality and effort in recalculating waste, waste calculations will be calculated every 3 years.

In 2024-25 the Goulburn Broken CMA purchased 180 Australian Carbon Credit Units (ACCU) carbon offsets. This allowed it to meet its 2025 goal of achieving Carbon Neutrality for scope 1 and 2 emissions.

Transportation

The Goulburn Broken CMA's fleet comprises 47 vehicles. The vehicles are used for the purpose of employees commuting between offices, to meetings with other stakeholders and going out into the field for site inspections and meeting landholders. As such it needs a mixture of vehicles suited to main road and offroad driving that can carry equipment.

Twenty vehicles are for private and work-related use, through the Goulburn Broken CMA's private vehicle usage scheme.

The Goulburn Broken CMA, via its vehicle policy, has been proactive in the purchase of hybrid vehicles with 33 petrol hybrids currently within its fleet. This has contributed to significant reductions in fuel use and emissions. The Goulburn Broken CMA will undertake a staged approach to the transition of its fleet to hybrid and/or electric vehicles over coming years.

The number of vehicles at the Goulburn Broken CMA decreased from 49 in 2023-24 to 47 in this reporting period as less staff required vehicles.

Sustainable procurement

The Goulburn Broken CMA considers sustainable procurement objectives through its implementation of the Social Procurement Framework, which establishes requirements that apply to Victorian Government departments and agencies when they procure goods, services and construction. The Goulburn Broken CMA's purchasing and procurement policies promote sustainable procurement through its inclusion in evaluation criteria and in work's specifications.

Waste and recycling

Waste management and recycling are key priorities for the Goulburn Broken CMA. Focus areas include efforts to eliminate single-use plastics, as well as maximise recycling and minimise waste sent to landfill. Waste data is difficult and costly to collect and accurately measure and as such the Goulburn Broken CMA will continue to explore appropriate ways to collect over coming years.

Performance Indicators

PERFORMANCE AREA	PERFORMANCE TARGET	PROGRESS 2024-25
Business management and governance	Submit annually, a board performance assessment report according to any guidelines issued.	The report was submitted on 23 July 2024 in full compliance with the issued guidelines.
	A risk management framework in place and approved by the board.	Risk Register is reviewed by the Board at each Board meeting. Risk Management Policy is reviewed and approved by the Board annually (17 June 2025).
	One hundred per cent of the CMA's policies and procedures reviewed every three financial years. Full compliance with all applicable Standing Directions under the Financial Management Compliance Framework Checklist.	99 per cent of policies and procedures were updated within the three-year target. No material non-compliance with Standing Directions.
Regional planning and coordination	A Regional Catchment Strategy approved by the Minister.	Goulburn Broken Regional Catchment Strategy was approved by the Minister in 2022.
	A stakeholder and community engagement framework / plan approved by the board.	The Communications, Community Engagement and Partnership Strategy 2022-27 was by Board and its being with forums and grants programs supporting partners and community to address catchment priorities and pilot transformational projects.
	A regional Landcare support plan approved by the board.	Goulburn Broken Community NRM Action Plan 2020-2025 was approved by the Board and is being implemented.
	A regional waterways strategy approved by the minister.	Goulburn Broken RWS 2014-2022 was endorsed by the Minister in 2014 and is being implemented. A RWS review was completed in mid 2022. Work to renew the RWS has commenced in 2024, with a new strategy required by June 2027.
	A regional floodplain strategy approved by the board.	Goulburn Broken Regional Floodplain Management Strategy 2018-2028 was completed and endorsed by the board in December 2017 and is being implemented.
	Land and water management plans (LWMP) in designated irrigation areas (or equivalent) approved by the board.	The SIRLWMP 2025 was reviewed and signed off by the Board in June 2024 and launched late 2024.
	The regional contribution to the annual report on salinity management activities and the allocation and update of salt disposal entitlements is submitted to the department by 31 July or as otherwise directed by the department.	The relevant information was provided to the State's reporting and presented to the Independent Audit Group of the Murray-Darling Basin Authority in November 2023.
Regional delivery	Progress with implementation of the RCS (and its major sub-strategies) is reviewed by the board annually.	The Board receives updates on the RCS implementation and more detailed review annually. A mid-term report was prepared.
	Projects / activities to implement the RCS are delivered and reported according to associated funding agreements.	Planned projects for 2024-25 were delivered and reported according to associated funding agreements.
	Project activities to implement the regional waterways strategy and the regional floodplain management strategy delivered and reported according to associated funding agreements.	Planned projects for 2024-25 were delivered and reported according to associated funding agreements.
	Projects / activities to implement the LWMP are delivered and reported according to associated funding agreements.	Planned projects for 2024-25 were delivered and reported according to associated funding agreements.

Business objective indicators

The Goulburn Broken CMA Business Objectives outline the key objectives as determined by the Board to support the meeting of its mission, purpose and delivery of the RCS and sub strategies. Each objective has been assigned indicators to assist in monitoring performance. Below represents Business Objective performance for the 2024-25 year.

BUSINESS OBJECTIVE	INDICATOR	MEASURE	TARGET	ACTUAL JUNE 2025
Governance We have effective governance structures and practices in place that comply with all laws and regulations and satisfy community expectations.	Compliance with applicable Standing Directions under the Financial Management Compliance Framework Checklist.	% Compliance against Standing directions	100%	100%
	Medium and High Risk Audit Recommendations	% Medium and High Risk audit recommendations actioned by due date.	100%	100%
	Training in Integrity Policies and Procedures	% of employees trained in anti-corruption and integrity policies and procedures.	100%	Not available
Leadership and Strategy We provide strategic and enabling leadership in resilience focused Integrated Catchment Management, through planning, influence and partnerships. Our Strategy development and deliver reflects innovation, adaptivity and continuous improvement.	RCS Implementation Plan Status.	# and % of actions completed of RCS Implementation Plan.	100% of the agreed actions for the next 12 months as per the Goulburn Broken CMA RCS Implementation Plan	58%
Financial Sustainability We seek to increase funding to deliver on requirements and priorities. We meet all of our financial obligations.	Total Revenue as per financial statements	Total Revenue	100% of Corporate Plan Revenue	109%
	New Projects/Investments (beyond Corporate Plan)	# and \$ of New Projects outside of those listed within approved Corporate Plan	100% of "new funding" revenue \$ included within the Corporate Plan	17 projects \$2.4m
	Financial Solvency	Cash balance as percentage of committed costs	100%	169%
Service Delivery We deliver our Services, Programs and Projects to achieve planned deliverables on time, on budget and to a high quality.	Investor contracted projects are delivered on time and budget as agreed	% of projects delivered on time and budget as agreed	100%	100%
	Staff Training in project management training	% of Project Managers trained in project management training	100%	100%

BUSINESS OBJECTIVE	INDICATOR	MEASURE	TARGET	ACTUAL JUNE 2025
Community and Partnerships Our community, and other partners value our contribution. Our commitment to partnerships and community led approaches supports organisations and communities to thrive.	Project delivered Events and Participants	# Project delivered Events and Participants	100% Investor targets	100%
	# of Media (including Social) releases	Social Media Followers and number of Goulburn Broken CMA website visitors	5% improvement on prior year results	9262 followers 110,766 website visitors
	Partnership Health	The partnership health score equal to or > 4 on the partnership health goal	Greater than 4	3.7
	# of Partners on Projects	# of Partners on Projects	100% Investor Targets	100%
Our People We have capable and motivated people who can fulfil their potential in line with our values and behaviours including "The Goulburn Broken CMA way". Our people are safe, and we provide a healthy environment to support their wellbeing.	Positive Safety Climate/ Culture Score	% of employees agree the organisation has a strong safety climate	80% (Stretch)	87%
	Employee Job Satisfaction	Overall Job satisfaction and engagement score from People Matters survey	80% (Stretch)	89% Satisfaction 77% Engagement
	Staff Training	% of employee training costs (excluding hours) to employment costs	1.48%	Not available
	Staff Injuries	Lost Time Injuries	Nil	Nil
Traditional Owners We partner with Traditional Owners to care for Country and support self-determination	Reconciliation Action Plan Implementation Status	# and % of actions completed of RAP	95% of RAP actions completed. >90% of all actions on track, BAU or completed	Not yet available
	Evidence of co-design and co-implementation of projects	# of joint meetings to progress projects that heal country	4 joint meetings per year 4 joint initiatives per year	Not yet available
Climate Change Response We lead in climate change adaptation and mitigation in our internal and external operations.	# joint initiatives in place	CO2 Tonnes (Scope 1 and 2)	Carbon Neutral by end of 2025	156 (Achieved through Carbon offsets)
	Climate Change integration into project delivery	% projects that have incorporated directly Climate Change adaptation and mitigation into program delivery	TBD	Not yet available

5. Financial Report

How this report is structured

The Goulburn Broken Catchment Management Authority has presented its audited general-purpose financial statements for the financial year ended 30 June 2025 in the following structure, to provide users with information about the Authority's stewardship of resource entrusted to it.

Financial statements

Declaration in the Financial statements

Independent Auditor's Report

Comprehensive operating statement

Balance sheet

Statement of changes in equity

Cash flow statement

Notes to the financial statements

1. About this report

The basis on which the financial statements have been prepared and compliance with reporting requirements.

2. Funding delivery of our services

Income and Revenue recognised in respect of Government contributions and other income sources

2.1 Income from transactions

3. The cost of delivering services

Operating expenses of the Authority

3.1 Employee expenses

3.2 Materials, grants and consultancies

3.3 Contractors

3.4 Information Technology and Communication expenses

3.5 Other operating expenses

4. Key assets available to support service delivery

Land, buildings, plant and equipment, office furniture and equipment, motor vehicles, and intangible assets

4.1 Total property, plant and equipment

5. Other assets and liabilities

Other key assets and liabilities

5.1 Receivables

5.2 Payables

6. Financing our operations

Cash flow information, commitments for expenditure and carry forward project funding

6.1 Leases

6.2 Cash flow information and balances

6.3 Commitments for expenditure

7. Risks, contingencies and valuation judgements

Financial risk management, contingent assets and liabilities as well as fair value determination

7.1 Financial instruments specific disclosures

7.2 Contingent assets and contingent liabilities

7.3 Fair value determination

8. Other disclosures

Additional material disclosures required by accounting standards or otherwise, for the understanding of this financial report

8.1 Ex-gratia expenses

8.2 Other economic flows included in net result

8.3 Responsible persons

8.4 Remuneration of executive officers

8.5 Related parties

8.6 Remuneration of auditors

8.7 Subsequent events

Financial Statements

Goulburn Broken Catchment Management Authority

Australian Business Number (ABN): 89 184 039 725

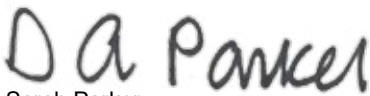
Declaration in the Financial Statements

The attached financial statements for the Goulburn Broken Catchment Management Authority have been prepared in accordance with Direction 5.2 of the Standing Directions of the Assistant Treasurer under the *Financial Management Act 1994*, applicable Financial Reporting Directions, Australian Accounting Standards including interpretations, and other mandatory professional reporting requirements.

We further state that, in our opinion, the information set out in the comprehensive operating statement, balance sheet, statement of changes in equity, cash flow statement and accompanying notes, presents fairly the financial transactions during the year ended 30 June 2025 and financial position of the Goulburn Broken Catchment Management Authority at 30 June 2025.

At the time of signing, we are not aware of any circumstances which would render any particulars included in the financial statements to be misleading or inaccurate.

We authorise the attached financial statements for issue on 16 September 2025.



Sarah Parker
Chairperson



Simon Cowan
Acting CEO and Accountable Officer



Sarah Williams
Chief Financial Officer

Independent Auditor's Report

To the Board of Goulburn Broken Catchment Management Authority

Opinion	<p>I have audited the financial report of Goulburn Broken Catchment Management Authority (the authority) which comprises the:</p> <ul style="list-style-type: none"> • balance sheet as at 30 June 2025 • comprehensive operating statement for the year then ended • statement of changes in equity for the year then ended • cash flow statement for the year then ended • notes to the financial statements, including material accounting policy information • declaration in the financial statements. <p>In my opinion, the financial report presents fairly, in all material respects, the financial position of the authority as at 30 June 2025 and its financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 7 of the <i>Financial Management Act 1994</i> and Australian Accounting Standards - Simplified Disclosures.</p>
Basis for opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's responsibilities for the audit of the financial report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the authority in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants (including Independence Standards)</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Board's responsibilities for the financial report	<p>The Board is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards - Simplified Disclosures and the <i>Financial Management Act 1994</i>, and for such internal control as the Board determines is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Board is responsible for assessing the authority's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.</p>

Auditor's responsibilities for the audit of the financial report


As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the authority's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board
- conclude on the appropriateness of the Board's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the authority's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the authority to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

MELBOURNE
19 September 2025



Timothy Maxfield
as delegate for the Auditor-General of Victoria

COMPREHENSIVE OPERATING STATEMENT

for the financial year ended 30 June 2025

	Notes	2025 \$000	2024 \$000
Income from transactions			
Government contributions	2.1.1	13,238	13,969
Interest		750	812
Other income	2.1.2	1,637	1,897
Total income from transactions		15,625	16,678
Expenses from transactions			
Employee expenses	3.1.1	(7,024)	(7,045)
Depreciation and amortisation	4.1.3	(498)	(516)
Materials, grants and consultancies	3.2	(1,580)	(912)
Contractors	3.3	(6,313)	(6,796)
Information technology and communication expenses	3.4	(881)	(902)
Other operating expenses	3.5	(740)	(837)
Total expenses from transactions		(17,036)	(17,008)
Net result from transactions (net operating balance)		(1,411)	(330)
Other economic flows included in net result			
Net gain on non-financial assets (i)		189	248
Net result		(1,222)	(82)
Comprehensive result		(1,222)	(82)

The accompanying notes form part of these financial statements.

Note:

(i) Net gain on non-financial assets includes impairments, and disposals of all physical assets and intangible assets.

BALANCE SHEET

as at 30 June 2025

	Notes	2025 \$000	2024 \$000
Assets			
Financial assets			
Cash and deposits	6.2	16,721	17,252
Receivables	5.1	1,527	2,089
Prepayments		393	374
Total financial assets		18,641	19,715
Non-financial assets			
Property, plant and equipment	4.1	1,360	1,487
Intangible assets		7	-
Total non-financial assets		1,367	1,487
Total assets		20,008	21,202
Liabilities			
Current Liabilities			
Payables	5.2	2,082	2,028
Contract Liabilities		7	77
Interest bearing Liabilities	6.1.3	845	727
Employee related provisions	3.1.2	1,934	1,781
Total current Liabilities		4,868	4,613
Non-Current Liabilities			
Interest bearing Liabilities	6.1.3	401	649
Employee related provisions	3.1.2	79	58
Total non-current Liabilities		480	707
Total liabilities		5,348	5,320
Net assets		14,660	15,882
Equity			
Reserves		10,451	11,673
Contributed capital		4,209	4,209
Net worth		14,660	15,882

STATEMENT OF CHANGES IN EQUITY

for the financial year ended 30 June 2025

	Contribution by owners	Reserves	Accumulated funds	Total
	\$000	\$000	\$000	\$000
Balance at 1 July 2023	4,209	11,755	-	15,964
Net result for the year	-	-	(82)	(82)
Transfers to/(from) reserves (i)	-	(82)	82	-
Balance at 30 June 2024	4,209	11,673	-	15,882
Net result for the year	-	-	(1,222)	(1,222)
Transfers to/(from) reserves (i)	-	(1,222)	1,222	-
Balance at 30 June 2025	4,209	10,451	-	14,660

The accompanying notes form part of these financial statements.

Note:

(i) The amounts transferred from accumulated surplus to committed funds reserve consists of carry forward project funding that has been set aside for the purpose of funding specific projects.

CASH FLOW STATEMENT

for the year ended 30 June 2025

	Notes	2025 \$000	2024 \$000
Cash flows from operating activities			
Receipts			
Receipts from government		14,264	14,659
Revenue from other Government Entities		-	974
Interest received		751	812
Goods and services tax received from the ATO (i)		476	554
Other receipts		1,651	1,004
Total receipts		17,142	18,003
Payments			
Payments to suppliers and employees		(17,254)	(17,522)
Interest and other costs of finance paid		(99)	(38)
Total payments		(17,353)	(17,560)
Net cash flows from/(used in) operating activities		(211)	443
Cash flows from investing activities			
Proceeds from sale of property, plant and equipment		406	558
Payment for property, plant and equipment		(285)	(386)
Net cash inflow from investing activities		121	172
Cash Flows from Financing Activities			
Repayment of principal portion of lease liabilities (ii)		(441)	(456)
Net cash used in financing activities		(441)	(456)
Net increase/(decrease) in cash and cash equivalents		(531)	159
Cash and cash equivalents at the beginning of the financial year		17,252	17,093
Cash and cash equivalents at end of financial year	6.2	16,721	17,252

The accompanying notes form part of these financial statements.

Notes:

- (i) GST received from the Australian Taxation Office is presented on a net basis.
- (ii) The Authority has recognised cash payments for the principal portion of lease payments as financing activities; cash payments for interest portion as operating activities consistent with the presentation of interest payments and short-term lease payments for leases and low-value assets as operating activities.

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 30 June 2025

1. ABOUT THIS REPORT

The Goulburn Broken Catchment Management Authority is a government authority of the State of Victoria, established on 1 July 1997 by the state government.

Its principal address is: Goulburn Broken Catchment Management Authority
168 Welsford St
Shepparton VIC 3630

A description of the nature of its operations and its principal activities is included in the Report of operations, which does not form part of these financial statements.

Basis of preparation

These financial statements are Tier 2 general purpose financial statements prepared in accordance with AASB 1060 *General Purpose Financial Statements – Simplified Disclosures for For-Profit and Not-for-Profit Tier 2 Entities* (AASB 1060) and Financial Reporting Direction 101 *Application of Tiers of Australian Accounting Standards* (FRD 101).

The Authority is a Tier 2 entity in accordance with FRD 101. These financial statements are the first general purpose financial statements prepared in accordance with Australian Accounting Standards – Simplified Disclosures. The Authority's prior year financial statements were general purpose financial statements prepared in accordance with Australian Accounting Standards (Tier 1). As the Authority is not a 'significant entity' as defined in FRD 101, it was required to change from Tier 1 to Tier 2 reporting effective from 1 July 2024.

These financial statements are in Australian dollars and the historical cost convention is used unless a different measurement basis is specifically disclosed in the note associated with the item measured on a different basis.

The accrual basis of accounting has been applied in preparing these financial statements, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

Accounting policies are selected and applied in a manner which ensures that the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events is reported.

Unless otherwise stated, all accounting policies applied are consistent with those of the prior year.

Judgements, estimates and assumptions are required to be made about financial information being presented. The significant judgements made in the preparation of these financial statements are disclosed in the notes where amounts affected by those judgements are disclosed. Estimates and associated assumptions are based on professional judgements derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in the application of Australian Accounting Standards (AASs) that have significant effects on the financial statements and estimates are disclosed in the notes under the heading: 'Significant judgement or estimates', and relate to:

- employee benefit provisions (Note 3.1.2);
- lease terms (Note 6.1);
- determining whether the performance obligations within revenue agreement are sufficiently specific so as to determine whether the arrangement is within the scope of AASB 15 or AASB 1058 (Note 2.1);
- fair value measurements of assets and liabilities (Note 7.3).

Rounding

Unless otherwise stated, amounts in the report have been rounded to the nearest \$1,000. Figures in the financial report may not equate due to rounding.

Compliance Information

These general purpose financial statements have been prepared in accordance with the *Financial Management Act 1994* (FMA) and applicable Australian Accounting Standards (AASs) which include Interpretations, issued by the Australian Accounting Standards Board (AASB). In particular, they are presented in a manner consistent with the requirements of AASB 1049 *Whole of Government and General Government Sector Financial Reporting*.

Where appropriate, those AASs paragraphs applicable to not-for-profit entities have been applied. Accounting policies selected and applied in these financial statements ensure that the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events is reported.

2. FUNDING DELIVERY OF OUR SERVICES

Introduction

The Authority's overall objective is for the co-ordinated control of natural resource management within the broader catchments of Goulburn Broken. The role of the Authority is to ensure effective implementation of the Regional Catchment Strategy. Associated with this role, the Authority carries out strategic planning and advises Government.

To enable the Goulburn Broken Catchment Management Authority to deliver on its objectives, it receives income predominantly through State and Commonwealth Government Contributions.

2.1 Income from transactions

2.1.1 Government contributions

	2025 \$000	2024 \$000
Income recognised as income of not-for-profit entities under AASB 1058		
State Government		
Corporate and Statewide	738	2,649
Sustainable Irrigation	3,289	1,391
River Health	3,462	4,884
Floodplain Management	2,334	2,662
Land and Biodiversity	1,270	1,064
Total State	11,093	12,650
Income recognised as revenue from contracts with customers under AASB 15		
Commonwealth Government		
Natural Heritage Trust	2,145	1,319
Total Government contributions	13,238	13,969

Grants recognised under AASB 1058

The Authority has determined that the grant income included in the table above under AASB 1058 has been earned under arrangements that are either not enforceable and/or linked to sufficiently specific performance obligations.

Income from grants without any sufficiently specific performance obligations, or that are not enforceable, is recognised when the Authority has unconditional right to receive cash which usually coincides with receipt of cash. On initial recognition of the assets, the Authority recognises any increase in liabilities, decrease in assets, and revenue ('related amount') in accordance with other Australian Accounting Standards. Related amounts may take the form of:

- revenue or a contract liability arising from a contract with a customer, in accordance with AASB 15 *Revenue from Contracts with Customers*;
- a lease liability in accordance with AASB 16 *Leases*;
- a financial instrument, in accordance with AASB 9 *Financial Instruments*; or
- a provision, in accordance with AASB 137 *Provisions, Contingent Liabilities and Contingent Assets*.

Grants recognised under AASB 15

Income from grants that are enforceable and with sufficiently specific performance obligations are accounted for as revenue from contracts with customers under AASB 15. As at the 30 June 2025 the Authority has recognised \$2.15m as revenue under AASB 15 (2024: \$2.04m). Revenue is recognised when the Authority satisfies the performance obligation by providing the relevant services. This is recognised based on the consideration specified in the funding agreement and to the extent that it is highly probable a significant reversal of the revenue will not occur. The funding payments are normally received in advance or shortly after the relevant obligation is satisfied.

2.1.2 Other income

	2025	2024
	\$000	\$000
Partnership Contributions - Government entities	995	984
Recoverable costs	537	761
Partnership Contributions - non- Government entities	1	60
Application fees	104	92
Total other income	1,637	1,897

Partnership contributions and recoverable costs consists of funds received from organisations as partners in projects, and are recognised as income on receipt in accordance with AASB 1058 as they do not contain sufficiently specific performance obligations, and are disclosed in the comprehensive operating statement as other income.

All other income is recognised when the right to receive payment is established.

3. THE COST OF DELIVERING SERVICES

Introduction

This section provides an account of the expenses incurred by the Authority in delivering services. In Section 2, the funds that enable the provision of services were disclosed and in this note the cost associated with the provision of services are recorded.

3.1 Employee expenses

3.1.1 Employee benefits in the comprehensive operating statement

	2025	2024
	\$000	\$000
Salaries & wages	5,319	5,340
Annual leave	436	438
Long service leave	269	268
Superannuation	623	622
FBT	208	220
Other - payroll tax and workcover	169	157
Total employee benefit expenses	7,024	7,045

Employee expenses include all costs related to employment including wages and salaries, payroll tax, fringe benefits tax, leave entitlements, termination payments and WorkCover premiums.

The amount recognised in the comprehensive operating statement in relation to superannuation is employer contributions for members of both defined benefit and defined contribution superannuation plans that are paid or payable during the reporting period.

3.1.2 Employee related provisions

Provision is made for benefits accruing to employees in respect of wages and salaries, annual leave and long service leave (LSL) for services rendered to the reporting date and recorded as an expense during the period the services are delivered.

	2025	2024
	\$000	\$000
Current provisions:		
Annual leave	315	307
Long Service leave	1,360	1,247
Provisions for on-costs	244	216
Other leave	15	11
Total current provisions for employee benefits	1,934	1,781
Non-current provisions		
Long Service leave	69	51
On-costs	10	7
Total non-current provisions	79	58
Total provisions for employee benefits and on-costs	2,013	1,839

Wages and salaries and annual leave:

Liabilities for wages and salaries (including non-monetary benefits, annual leave and on-costs) are recognised as part of the employee benefit provision as current liabilities, because the Authority does not have an unconditional right to defer settlements of these liabilities.

The liability for salaries and wages are recognised in the balance sheet at the remuneration rates which are current at the reporting date. As the Authority expects the liabilities to be wholly settled within 12 months of reporting date, they are measured at undiscounted amounts.

The annual leave liability is classified as a current liability and measured at the undiscounted amount expected to be paid, as the Authority does not have an unconditional right to defer settlement of the liability for at least 12 months after the end of the reporting period.

No provision has been made for sick leave as all sick leave is non-vesting and it is not considered probable that the average sick leave taken in the future will be greater than the benefits accrued in the future. As sick leave is non-vesting, an expense is recognised in the Statement of Comprehensive Income as it is taken.

Employment on-costs such as payroll tax and workers compensation are not employee benefits. They are disclosed separately as a component of the provision for employee benefits when the employment to which they relate has occurred.

Long service leave (LSL):

Regardless of the expected timing of settlement, unconditional LSL is classified as a current liability because the Authority does not have an unconditional right to defer the settlement of these liabilities.

Unconditional LSL liability amounts expected to be wholly settled within 12 months are measured at the nominal value. Unconditional LSL liability amounts that are not expected to be wholly settled within 12 months are measured as the present value of the estimated future cash outflows to be made by the entity.

Unconditional LSL represents long service leave entitlements accrued for employees with more than 7 years of continuous service.

Conditional LSL is classified as a non-current liability and measured as the present value of the estimated future cash outflows to be made by the entity. Any gain or loss following revaluation of the present value of the non-current LSL liability is recognised as a transaction.

3.2 Materials, grants and consultancies

	2025	2024
	\$000	\$000
Materials	158	99
Grants paid	988	561
Consultants	433	252
Total materials, grants, and consultancies	1,580	912

Grants are recognised in the period in which they are paid or payable.

Materials and consultants are recognised as an expense in the reporting period in which they are incurred.

3.3 Contractors

	2025	2024
	\$000	\$000
Contractors	6,313	6,796

Contractors are recognised as an expense in the reporting period in which they are incurred.

3.4 Information Technology and Communication expenses

	2025	2024
	\$000	\$000
Information technology and communication expenses	881	902

Information Technology and Communication expenses includes costs for software, security services and support relating to shared services whereby Goulburn Broken Catchment Management Authority incurs the costs as lead agency and is shared across seven Catchment Management Authorities with costs recovered recorded in Other income as Recoverable costs (2.1.2).

3.5 Other operating expenses

	2025	2024
	\$000	\$000
Victorian Auditor-General's Office for audit of financial statements	24	24
Internal audit expenses	16	32
Short-term lease expenses	115	114
Events and Publicity	65	61
Motor vehicle operating expenses	238	284
Insurance	83	73
Office expenses	86	85
Printing and stationery	14	11
Other expenses	99	153
	740	837

Other operating expenses generally represent the day-to-day running costs incurred in normal operations and are recognised as an expense in the reporting period in which they are incurred.

The following lease payments are recognised on a straight-line basis:

- Short-term leases – leases with a term 12 months or less; and
- Low value leases – leases with the underlying asset's fair value (when new, regardless of the age of the asset being leased) is no more than \$10,000.

Variable lease payments that are not included in the measurement of the lease liability (i.e. variable lease payments that do not depend on an index or a rate and which are not, in substance fixed) such as those based on performance or usage of the underlying asset, are recognised in the Comprehensive operating statement (except for payments which has been included in the carrying amount of another asset) in the period in which the event or condition that triggers those payments occur. The Authority's variable lease payments during the year ended 30 June 2025 was nil.

4. KEY ASSETS AVAILABLE TO SUPPORT OUTPUT DELIVERY

Introduction

The Authority controls property and other investments that are utilised in fulfilling its objectives and conducting its activities. They represent the key resources that have been entrusted to the Authority to be utilised for delivery of those outputs.

4.1 Total property, plant and equipment

	Gross carrying amount		Accumulated Depreciation		Net carrying amount	
	2025	2024	2025	2024	2025	2024
	\$000	\$000	\$000	\$000	\$000	\$000
Buildings at fair value	1,209	1,209	(1,054)	(884)	155	325
Plant and equipment at fair value	1,090	1,023	(940)	(856)	149	167
Motor vehicles at fair value	1,438	1,513	(382)	(518)	1,055	995
Net carrying amount	3,737	3,745	(2,376)	(2,258)	1,359	1,487

Initial recognition

Items of property, plant and equipment are measured initially at cost and subsequently revalued at fair value less accumulated depreciation and impairment. Where an asset is acquired for no or nominal cost, the cost is its fair value at the date of acquisition.

Items with a cost or value in excess of \$1,500, and a useful life of more than one year are recognised as an asset. All other assets acquired are expensed.

Subsequent measurement

Property, plant and equipment are subsequently measured at fair value less accumulated depreciation and impairment.

Buildings relate to specialised portable structures and are valued based on depreciated replacement cost.

Vehicles are valued using the depreciated replacement cost method. The Authority acquires new vehicles and at times disposes of them before the end of their economic life. The process of acquisition, use and disposal in the market is managed by experienced external fleet managers who set relevant depreciation rates during use to reflect the utilisation of the vehicles.

Fair value for plant and equipment that are specialised in use (such that it is rarely sold other than as part of a going concern) is determined using the depreciated replacement cost method.

4.1.1 Total right-of-use assets: buildings and vehicles

The following tables are subsets of buildings and vehicles by right-of-use assets.

	Gross Carrying Amount 2025 \$000	Accumulated Depreciation 2025 \$000	Net carrying Amount 2025 \$000	Gross Carrying Amount 2024 \$000	Accumulated Depreciation 2024 \$000	Net carrying Amount 2024 \$000
Right of Use Buildings at Fair Value	1,171	(1,016)	155	1,171	(846)	325
Right of Use Vehicles at Fair Value	1,437	(382)	1,055	1,513	(518)	995
Net Carrying Amount	2,608	(1,398)	1,210	2,684	(1,364)	1,320

	Buildings at fair value \$000	Motor Vehicles at fair value \$000
Opening Balance - 1 July 2024	325	995
Additions	-	521
Disposals	-	(218)
Depreciation	(169)	(244)
Closing Balance - 30 June 2025	156	1,054

Right-of-use asset acquired by lessees - Initial measurement

The Authority recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost which comprises the initial amount of the lease liability adjusted for:

- any lease payments made at or before the commencement date less any incentive received; plus
- any indirect costs incurred; and
- an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located.

Right-of-use asset - Subsequent measurement

The Authority depreciates the right-of-use assets on a straight-line basis from the lease commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term.

As per the requirements of FRD103 *Non-Financial Physical Assets*, right-of-use assets are subject to revaluation to Fair Value, whereby management undertake an assessment to determine whether the current lease payments under the contract approximate current market rentals for equivalent properties that would be paid in the current environment.

Management has completed an assessment at 30 June 2025 comparing current lease payments against current market rentals for equivalent properties and has determined that no adjustment to the right-of-use asset or liability is required.

In addition, the right-of-use asset is periodically reduced by impairment losses, if any and adjusted for certain remeasurements of the lease liability.

4.1.2 Depreciation and amortisation

All buildings, plant and equipment and other non-financial physical assets that have finite useful lives are depreciated.

Depreciation is calculated on a straight-line basis at rates that allocate the asset's value, less any estimated residual value, over its estimated useful life. Typical estimated useful lives for the different asset classes for current and prior years are included in the table below:

Asset	Useful Life
Buildings: Leased assets	7 years
Plant and equipment	2.5 - 10 years
Motor vehicles	2-3 years
Intangible Assets	5 years

The estimated useful lives, residual values and depreciation method are reviewed at the end of each annual reporting period, and adjustments made where appropriate.

Right-of-use assets are generally depreciated over the shorter of the asset's useful life and the lease term.

Impairment

Non-financial assets, including items of Property, Plant and Equipment and intangibles with infinite lives, are tested for impairment whenever there is an indication that the assets may be impaired.

The assets concerned are tested as to whether their carrying value exceeds their recoverable amount. Where an asset's carrying value exceeds its recoverable amount, the difference is written off as an 'other economic flow', except to the extent that it can be debited to an asset revaluation surplus amount applicable to that class of asset.

If there is an indication that there has been a reversal in impairment, the carrying amount shall be increased to its recoverable amount. However this reversal should not increase the asset's carrying amount above what would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised in prior years.

The recoverable amount for most assets is measured at the higher of depreciated replacement cost and fair value less costs to sell. Recoverable amount for assets held primarily to generate net cash inflows is measured at the higher of the present value of future cash flows expected to be obtained from the asset and fair value less costs to sell. As at 30 June 2025 there were no impairments assessed (2024: Nil).

4.1.3 Reconciliation of movements in carrying values of property, plant and equipment

	Buildings at fair value	Plant and equipment at fair value	Motor vehicles at fair value	Total
	\$000	\$000	\$000	\$000
2024-25				
Opening balance	325	167	995	1,487
Additions	-	67	521	588
Disposals	-	-	(218)	(218)
Write-Offs	-	-	-	-
Depreciation	(169)	(85)	(244)	(498)
Closing balance	156	149	1,054	1,359

5. OTHER ASSETS AND LIABILITIES

Introduction

This section sets out those assets and liabilities that arose from the Authority's operations.

5.1 Receivables

	2025	2024
	\$000	\$000
Receivables		
Contractual		
Government grants receivables	1,105	1,414
Trade receivables	172	505
Accrued revenue	55	62
Statutory		
GST input tax credits recoverable	195	108
Total receivables	1,527	2,089
<i>Represented by:</i>		
Current Receivables	1,527	2,089
Non-Current Receivables	-	-

Receivables consist of:

- Contractual receivables, which are classified as financial instruments and categorised as 'financial assets at amortised cost'. Subsequent to initial measurement they are measured at amortised cost less any impairment; and
- Statutory receivables, which do not arise from contracts and are recognised and measured similarly to contractual receivables (except for impairment), but are not classified as financial instruments for disclosure purposes.

There are no material financial assets that are individually determined to be impaired.

Details about the Authority's impairment policies, the Authority's exposure to credit risk, and the calculation of the loss allowance are set out in Note 7.1.1.

5.2 Other liabilities

5.2.1 Payables	2025	2024
Contractual	\$000	\$000
Trade payables	1,681	1,668
Accrued expenses	361	296
Statutory		
FBT payable	35	59
Payroll Tax	5	5
Total payables	2,082	2,028
<i>Represented by:</i>		
Current Payables	2,082	2,028
Non-Current Payables	-	-

Payables consist of:

- Contractual payables, classified as financial instruments and measured at amortised cost. Accounts payable represent liabilities for goods and services provided to the Authority prior to the end of the financial year that are unpaid; and
- Statutory payables, that are recognised and measured similarly to contractual payables, but are not classified as financial instruments and not included in the category of financial liabilities at amortised cost, because they do not arise from contracts.

6. FINANCING OUR OPERATION

Introduction

This section provides information on the sources of finance utilised by the Authority during its operations, along with interest expenses (the cost of borrowings) and other information related to financing activities of the Authority.

This section includes disclosures of balances that are financial instruments, such as cash balances. Note 7.1 provides additional, specific financial instrument disclosures.

6.1 Leases

The Authority leases buildings and motor vehicles. The lease contracts are typically made for fixed periods of 1-5 years with an option to renew the lease after that date. Lease payments for buildings are renegotiated every five years to reflect market rentals.

Leases with a contract term of 1 year of a value of less than \$10,000 are either short-term and/or leases of low value and are recognised on a straight-line basis. The Authority has elected not to recognise right-of-use assets and lease liabilities for these leases.

As at 30 June 2025, the Authority has committed to short term leases and the total commitment at that date was \$139K (2024 \$139K).

6.1.1 Right-of-use assets

Right-of-use assets are presented in Note 4.1.1

6.1.2 Expense recognised for short-term leases

The following amounts are recognised as expense relating to short-term leases.

	2025 \$000	2024 \$000
Expenses relating to short term leases	115	114
Total Amount recognised as an expense	115	114

The authority has elected to account for short-term leases using the practical expedients. Instead of recognising a right-of-use asset and lease liability, the payments in relation to these are recognised as an expense in profit or loss included in "other operating expenses" (see note 3.5) on a straight-line basis over the lease term.

6.1.3 Recognition and measurement of leases as a lessee

For any new contracts entered into, the Authority considers whether a contract is, or contains a lease. A lease is defined as 'a contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration'. To apply this definition the Authority assesses whether the contract meets three key evaluations:

- Whether the contract contains an identified asset, which is either explicitly identified in the contract or implicitly specified by being identified at the time the asset is made available to the Authority and for which the supplier does not have substantive substitution rights;
- Whether the authority has the right to obtain substantially all of the economic benefits from use of the identified asset throughout the period of use, considering its rights within the defined scope of the contract and the Authority has the right to direct the use of the identified asset throughout the period of use; and
- Whether the authority has the right to take decisions in respect of 'how and for what purpose' the asset is used throughout the period of use.

Lease Liability - Initial Measurement

The lease liability is initially measured at the present value of the lease payments unpaid at the commencement date, discounted using the interest rate implicit in the lease.

Lease payments included in the measurement of the lease liability comprise the following:

- fixed payments (including in-substance fixed payments) less any lease incentive receivable;
- variable payments based on an index or rate, initially measured using the index or rate as at the commencement date;
- amounts expected to be payable under a residual value guarantee; and
- payments arising from purchase and termination options reasonably certain to be exercised.

Lease Liability - Subsequent Measurement

Subsequent to initial measurement, the liability will be reduced for payments made and increased for interest. It is remeasured to reflect any reassessment or modification, or if there are changes in-substance to fixed payments.

When the lease liability is remeasured, the corresponding adjustment is reflected in the right-of-use asset, or net result if the right-of-use asset is already reduced to zero.

Short term and low value leases

The Authority has elected to account for short-term and low value leases using the practical expedients. Instead of recognising a right-of-use asset and lease liability, the payments in relation to these are recognised as an expense in net result on a straight-line basis over the lease term.

Presentation of right-of-use assets and lease liabilities

The Authority presents right-of-use assets as 'buildings' and 'motor vehicles'. Lease liabilities are presented as 'borrowings' in the balance sheet.

Future Lease Payments

	Minimum future lease payments ^a	
	2025	2024
	\$000	\$000
Not longer than 1 year	845	727
Longer than 1 year but not longer than 5 years	401	649
Longer than 5 years	-	-
Minimum further lease payments	1,246	1,376
Less future finance charges	(50)	(41)
Present value of minimum lease payments	1,196	1,335

Note:

(a) Minimum future lease payments include the aggregate of all base payments and any guaranteed residual.

Maturity Analysis of lease liabilities

		Maturity dates						
		Carrying Amount \$	Nominal Amount \$	Less than 1 month \$	1 to 3 months \$	3 months to 1 year \$	1 to 5 years \$	5+ years \$
2025								
Lease Liabilities	3.90	1,246	1,295	259	34	525	477	-
Total		1,246	1,295	259	34	525	477	-
2024								
Lease Liabilities	3.02	1,376	1,416	339	33	318	726	-
Total		1,376	1,416	339	33	318	726	-

6.2 Cash flow information and balances

Cash and deposits, including cash equivalents, comprise cash on hand and cash at bank. The Authority's bank accounts are held in the Central Banking System (CBS) under the *Standing Directions 2018*.

	2025	2024
	\$000	\$000
Cash and deposits disclosed in the balance sheet (a):		
Cash on hand	-	1
Cash at bank	16,721	17,251
Balance as per cash flow statement	16,721	17,252

Note:

(a) Cash and deposits bear variable interest rate with a weighted-average interest rate of 4% in 2025 (2024: 4%)

6.3 Commitments for expenditure

Commitments for future expenditure include operating commitments arising from contracts. These commitments are recorded at their nominal value and inclusive of GST. Where it is considered appropriate and provides additional relevant information to users, the net present values of significant individual projects are stated. For 2025, the Authority does not have any significant individual projects. These future expenditures cease to be disclosed as commitments once the related liabilities are recognised in the balance sheet.

6.3.1 Total commitments payable

The 2025 operating lease commitments relate to an office lease with a term of 12 months. The contract does not allow the Authority to purchase the facilities after the lease ends, but the Authority has the option to renew the lease at the end of the lease term. Current operating commitments payable are nil. Short-term operating lease payments are recognised as an expense in the comprehensive operating statement on a straight-line basis over the lease term. The leased asset is not recognised in the balance sheet.

7. FINANCIAL INSTRUMENTS, CONTINGENCIES AND VALUATION JUDGEMENTS

Introduction

It is often necessary for the Authority to make judgements and estimates associated with recognition and measurement of items in the financial statements. This section sets out financial instrument specific information, as well as those items that are contingent in nature or require a higher level of judgement to be applied, which for the Authority relate mainly to fair value determination.

7.1 Financial instruments specific disclosures

Introduction

Financial instruments arise out of contractual agreements that give rise to a financial asset of one entity and a financial liability or equity instrument of another entity. Due to the nature of the Authority's activities, certain financial assets and financial liabilities arise under statute rather than a contract (for example FBT, GST.) Such assets and liabilities do not meet the definition of financial instruments in AASB 132 *Financial Instruments: Presentation*.

Categories of financial instruments

Financial Assets are measured at amortised cost if they are held by the Authority to collect contractual cash flows, the contractual terms give rise to cash flows that are solely payments of principal and interest, and if they not designated as fair value through net result. These assets are initially recognised at fair value plus any directly attributable transaction costs. Subsequent to initial measurement, these financial assets are measured at amortised cost using the effective interest method less any impairment. The financial assets at amortised cost category includes cash and deposits, and trade and other receivables (excluding statutory receivables).

A financial asset is derecognised when the rights to receive cash flows from the asset have expired or the Authority has transferred the rights to receive cash flows from the asset.

Financial liabilities at amortised cost are initially recognised on the date they originated. They are initially measured at fair value minus any directly attributable transaction costs. Subsequent to initial recognition, these financial instruments are measured at amortised cost with any difference between the initial recognised amount and the redemption value being recognised in profit and loss over the period of the interest bearing liability, using the effective interest rate method. Financial instrument liabilities measured at amortised cost include for the Authority, borrowings (including lease liabilities) and all of the Authority's contractual payables (excluding statutory payables).

A financial liability is derecognised when the obligation under the liability is discharged, cancelled or expires.

Contractual receivables at amortised cost

The Authority has a low expected loss rate due to majority of funding sourced from State and Commonwealth government.

The expected loss rate for the year ending 30 June 2025 has been calculated at 0%, and as such no loss allowance has been recognised.

7.1.1 Financial instruments - Net gain/(loss) on financial instruments by category

	Carrying Amount	Net gain/loss	Total interest income/ (expense)	Fee income/ (expense)	Impairment loss
2025	\$000	\$000	\$000	\$000	\$000
Financial assets at amortised cost					
Cash and Deposits	16,721	-	750	-	-
Trade receivables ^(a)	1,333	-	-	-	-
Total financial assets at amortised cost	18,054	-	750	-	-
Trade Payables ^(a)	2,042	-	-	-	-
Borrowings					
Lease Liabilities	1,246	-	(47)	-	-
Total contractual financial liabilities	3,288	-	(47)	-	-

Note:

(a) The total amounts disclosed here exclude statutory amounts (e.g. amounts owing from Victorian Government and GST input tax credit recoverable and taxes payable).

	Carrying Amount	Net gain/loss	Total interest income/ (expense)	Fee income/ (expense)	Impairment loss
2024	\$000	\$000	\$000	\$000	\$000
Financial assets at amortised cost					
Cash and Deposits	17,252	-	812	-	-
Trade receivables ^(a)	1,981	-	-	-	-
Total financial assets at amortised cost	19,233	-	812	-	-
Trade Payables ^(a)	1,964	-	-	-	-
Borrowings					
Lease Liabilities	1,376	-	(36)	-	-
Total contractual financial liabilities	3,340	-	(36)	-	-

Note:

(a) The total amounts disclosed here exclude statutory amounts (e.g. amounts owing from Victorian Government and GST input tax credit recoverable and taxes payable).

7.2 Contingent assets and contingent liabilities

Contingent assets and contingent liabilities are not recognised in the balance sheet but are disclosed and, if quantifiable, are measured at nominal value. There are no contingent assets or liabilities at 30 June 2025 (2024: nil).

7.3 Fair value determination

Significant judgement: Fair value measurements of assets and liabilities

Fair value determination requires judgement and the use of assumptions. This section discloses the most significant assumptions used in determining fair values. Changes to assumptions could have a material impact on the results and financial position of the Authority.

The Authority's property, plant and equipment are carried at fair value.

7.3.1 Fair value hierarchy

In determining fair values, a number of inputs are used. To increase consistency and comparability in the financial statements, these inputs are categorised into three levels, also known as the fair value hierarchy. The levels are as follows:

- Level 1 – Quoted (unadjusted) market prices in active markets for identical assets or liabilities;
- Level 2 – Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and
- Level 3 – Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

The Authority determines whether transfers have occurred between levels in the hierarchy by reassessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

7.3.2 Fair value determination of financial assets and liabilities

The Authority currently holds a range of financial instruments that are recorded in the financial statements where the carrying amounts are a reasonable approximation of fair value, either due to their short-term nature or with the expectation that they will be paid in full by the end of the 2024-25 reporting period.

These financial instruments include:

Financial assets

Cash and deposits

Receivables:

- Trade receivables
- Accrued Revenue

Financial liabilities

Lease liabilities

Payables:

- Trade payables
- Accrued expenses
- Lease Liabilities

7.3.3 Fair value determination: Non-financial physical assets

Plant and equipment

Plant and equipment is held at fair value and classified as Level 3. When plant and equipment specialised in use, such that it is rarely sold other than as part of a going concern, fair value is determined using the current replacement cost method.

There were no changes in valuation techniques throughout the period to 30 June 2025.

There have been no transfers between levels during the period.

For all assets measured at fair value, the current use is considered the highest and best use.

Description of significant unobservable inputs to Level 3 valuations

	Valuation technique	Significant unobservable inputs
Plant and equipment	Current replacement cost	Cost per unit
		Useful life of plant and equipment

8. OTHER DISCLOSURES

Introduction

This section provides additional material disclosures required by accounting standards or otherwise, for the understanding of this financial report.

8.1 Ex gratia expenses

Ex gratia expenses are the voluntary payments of money or other non-monetary benefit (e.g. a write-off) that is not made either to acquire goods, services or other benefits for the entity to meet a legal liability, or to settle or resolve a possible legal liability of or claim against the entity.

The Authority had no ex gratia expenses for the year ending 30 June 2025 (2024 \$0).

8.2 Other economic flows included in net result

Other economic flows measure the change in volume or value of assets or liabilities that do not result from transactions.

	2025 \$000	2024 \$000
Net gain on disposal of non-financial assets		
Proceeds from sale of non-financial assets	407	558
Less written down value	(218)	(310)
Total net gain on disposal of non-financial assets	189	248

8.3 Responsible persons

In accordance with the Ministerial Directions issued by the Minister for Finance under the *Financial Management Act 1994* (FMA), the following disclosures are made regarding responsible persons for the reporting period.

The names of the persons who were responsible persons of the Authority at any time during the financial year were:

The Hon. Gayle Tierney	Minister for Water	19 December 2024 to 30 June 2025
The Hon. Harriet Shing	Minister for Water	1 July 2024 to 18 December 2024
The Hon. Steve Dimopoulos	Minister for Environment	1 July 2024 to 30 June 2025
Sarah Parker	Board Chair	1 July 2024 to 30 June 2025
Adrian Weston	Board Member & Deputy Chair	1 July 2024 to 30 June 2025
Amanda McClaren	Board Member	1 July 2024 to 30 June 2025
Jodie Smith	Board Member	1 July 2024 to 30 June 2025
Leanne Miller	Board Member	1 July 2024 to 30 June 2025
Les McLean	Board Member	1 July 2024 to 30 June 2025
Damien Gerrans	Board Member	1 July 2024 to 30 June 2025
John Merritt	Board Member	1 July 2024 to 30 June 2025
Sam Muir	Associate Board Member	1 July 2024 to 30 June 2025
Qadar Karimi	Associate Board Member	1 July 2024 to 30 June 2025
Chris Cumming	CEO	1 July 2024 to 2 August 2025
Carl Walters	CEO	3 August 2024 to 30 June 2025

Remuneration

Remuneration paid or payable from the Authority in connection with the management of the Authority during the reporting period was:

Income band	2025	2024
\$0–\$9,999	-	4
\$10,000–\$19,999	9	7
\$20,000–\$29,999	1	1
\$150,000–\$159,999	1	-
\$280,000–\$289,000	-	-
\$310,000–\$320,001	1	1
Total number of Responsible persons	12	13
Total Remuneration \$	\$642,235	\$461,802

The compensation detailed above excludes the salaries and benefits the Portfolio Ministers receive. The Ministers' remuneration and allowances is set by the *Parliamentary Salaries and Superannuation Act 1968* and is reported within the State's Annual Financial Report.

8.4 Remuneration of executive officers

The Authority did not have any executive officers other than the CEO, to whom the Victorian Government's Public Entity Executive Remuneration (PEER) Policy applies. The CEO is an accountable officer and therefore disclosed under Note 8.3.

8.5 Related parties

The Authority is a wholly owned and controlled entity of the State of Victoria. Related parties of the Authority include:

- all key management personnel and their close family members and personal business interests (controlled entities, joint ventures and entities they have significant influence over);
- all cabinet ministers and their close family members; and
- all departments and public sector entities that are controlled and consolidated into the whole of state consolidated financial statements.

All related party transactions have been entered into on an arm's length basis.

Significant transactions with government-related entities

During the 2025 year, income received from government-related entities for grants and reimbursements that enable the Authority to deliver on the Regional Catchment Strategy, statutory obligations and manage IT platform across the sector. The Authority received funding from the following government-related entities under normal commercial terms and conditions (a materiality threshold of \$100K has been applied):

Entity	2025 Funding received (\$000)	2024 Funding received (\$000)	2025 Funding receivable (\$000)	2024 Funding receivable (\$000)
Department of Energy, Environment and Climate Action	12,406	13,864	-	-
Wimmera Catchment Management Authority	315	186	-	-
North East Catchment Management Authority	-	146	-	-
Corangamite Catchment Management Authority	106	134	-	-
Glenelg Hopkins Catchment Management Authority	115	137	-	-
East Gippsland Catchment Management Authority	147	113	-	-
West Gippsland Catchment Management Authority	139	103	-	-
Department of Treasury and Finance (VicFleet)	266	194	-	-
Goulburn Murray Water	-	24	-	-
North Central Catchment Management Authority	-	26	-	-
Victorian Fisheries Authority	188	-	-	-

During the 2025 year, payments to government-related entities were made for contract services relating to the delivery of Goulburn Broken Catchment Management Authority's programs. The Authority made significant payments to the following government-related entities under normal commercial terms and conditions (a materiality threshold of \$100K has been applied):

Entity	2025 Payments Made (\$000)	2024 Payments Made (\$000)	2025 Payable (\$000)	2024 Payable (\$000)
Goulburn Murray Water	937	3,371	1,118	-
Department of Energy, Environment and Climate Action	1406	764	105	91
Department of Treasury and Finance (VicFleet)	318	374	-	30
Victorian Managed Insurance Authority (VMIA)	135	121	143	-
North Central Catchment Management Authority	-	80	-	-
Glenelg Hopkins Catchment Management Authority	165	-	-	-
North East Catchment Management Authority	275	-	-	-
Goulburn Valley Regional Water Authority	-	72	-	-
Victorian Environmental Water Holder	-	67	-	-
Wimmera Catchment Management Authority	220	36	-	-
Parks Victoria	383	-	-	-
Mallee Catchment Management Authority	121	-	-	-

Remuneration of key management personnel

The compensation detailed below excludes the salaries and benefits the Portfolio Minister receives. The Minister's remuneration and allowances is set by the *Parliamentary Salaries and Superannuation Act 1968* and is reported within the State's Annual Financial Report.

Compensation of KMPs

	2025	2024
	\$	\$
Total	642,235	461,803

Transactions with key management personnel and other related parties

Given the breadth and depth of Authority activities, related parties transact with the Victorian public sector in a manner consistent with other members of the public e.g. stamp duty and other government fees and charges. Further employment of processes within the Victorian public sector occur on terms and conditions consistent with the *Public Administration Act 2004* and Codes of Conduct and Standards issued by the Victorian Public Sector Commission. Procurement processes occur on terms and conditions consistent with the Victorian Government Procurement Board requirements.

Outside of normal citizen type transactions with the Authority, there were no significant related party transactions that involved key management personnel, their close family members and their personal business interest. No provision has been required, nor an expense recognised, for impairment of receivables from related parties.

8.6 Remuneration of auditors

	2025	2024
	\$000	\$000
Victorian Auditor-General's Office for audit of financial statements	24	24
Internal audit costs	16	32
Total auditors' remuneration	40	56

8.7 Subsequent events

No matters or circumstances have arisen since the end of the reporting period which significantly affected or may significantly affect the operations of the authority, the results of those operations, or the state of affairs of the authority in future financial years.

6. Appendices

APPENDIX 1

How to interpret Catchment Condition and Management Assessment

Appendix 1A. Statewide template

This information is consistent with a statewide template.

The assessment (pages 38 and 39) is based on a set of statewide indicators outlined in the RCS outcomes framework, augmented with regionally specific indicators that have been selected based on criteria including availability and quality of data, and the linkages back to regional and policy outcomes.

As much as possible the reporting format attempts to provide a transparent path between the evidence and the assessment. It is not a definitive assessment but an assessment at a point in time, based on the best available evidence.






Three types of indicators make up catchment condition and management reporting: contextual, management, and condition.

Reporting on management and contextual indicators is undertaken annually.

Contextual indicators help to identify how external factors may have influenced program delivery. Some examples of external factors could be environmental (e.g. climate change driver events such as droughts, floods, bushfires), socio-economic (available resourcing/funding) or technological (remote sensing for monitoring). These are described under 'Key factors affecting catchment health and how it's managed' and as appropriate in other places of section 3.

MANAGEMENT





Management indicators, described in the table below, are used to help form a management assessment rating for each theme, based on the delivery of planned activities within CMA programs.

				
Above expectations	Satisfactory	Below expectations	Not applicable	Unknown
Delivery of activities and programs associated with this indicator is assessed as above expectations for the 12-month period (i.e. majority of activities delivered/ targets met or exceeded).	Delivery of activities and programs associated with this indicator is assessed as satisfactory for the 12-month period (i.e. targets for some activities were not achieved or the majority were almost achieved).	Delivery of activities and programs associated with this indicator is assessed as below expectations for the 12-month period (i.e. some critical activities/ targets not delivered, or the majority of activities/targets not delivered).	A management rating is not applicable for this indicator.	The rating for this indicator is not known and or assessable.

CONDITION




Reporting on condition indicators in detail is undertaken less frequently, reflecting the timeframes to observe changes in the natural environment and the availability of the supporting data.

The 2024-25 annual report includes a summary rating for catchment condition for the themes Water, Land, Biodiversity, Community and Integrated Catchment Management (Sustainable Irrigation Program) as at 2022-23 and as per the statewide template, which has a three-tiered rating category process (see table below). These ratings are also informed by a further four-tiered rating category process that is consistent with the Goulburn Broken RCS (see Appendix 1B below). A condition rating is based on assessments of the assets and pressures represented by the theme. The assessment is based on available science and expert advice as well as evidence gained during the preceding year.

			
Good	Moderate	Poor	Not applicable
The condition is classified as good.	The condition is classified as moderate.	The condition is classified as poor.	A condition rating is not applicable for this indicator

TREND

The 6-year trend reflects change in condition over the short to medium term. The trend is assessed against the direction required to contribute to the achievement of regional outcomes.

		
Positive	Neutral	Concerned
The condition is moving in a positive direction over the short to medium term pending ongoing management and environmental impacts.	The condition is in a neutral state over the short to medium term and is considered stable pending ongoing management and environmental impacts.	The condition is cause for concern over the short to medium term, and will continue to decline pending ongoing management and environmental impacts.

Appendix 1B. Goulburn Broken CMA approach to catchment condition and management reporting

CATCHMENT CONDITION

Decisions about managing natural resources are usually made within a complicated and ever-changing system involving both people and nature. Everything is connected, and it's hard to measure resources accurately or track progress.

The Goulburn Broken CMA uses a 'resilience approach' to manage natural resources. This method helps people with different backgrounds, including community members, local government agency staff and external technical experts, to share understanding and make decisions together.

Well-designed scorecards and graphics with clear summaries are used to help different groups understand the situation better, make informed decisions together, and stay open and accountable.

The focus for managing resilience is on tipping points, guided by the question, 'What is the risk that the system will not be in the desired state in the long term?' (The benchmark system state is the 'desired state': this varies from many NRM assessments that use 'natural' or 'pre-European settlement' as the benchmark.)

Critical attributes for the long-term resilience of our systems of people and nature have been identified. Critical attributes are:

- critical to how the system functions
- at a level and trajectory that places the delivery of highly valued services at risk in the long term (because the system is at long-term risk of tipping into an undesirable state)
- influenced by actions that can be easily defined
- 'concrete' enough to readily convey an image or concept that is readily shared and not prone to misinterpretation
- measurable over the medium term (about 5 years) or at least enables a sense of progress to be conveyed.

From 2016-17, the CMA has explicitly listed ratings of the condition of critical attributes as indicators of catchment condition (see long-term scorecards in the annual reports). High-level evidence, such as viability of threatened species and gross value of agricultural production, are factored into ratings.

Line charts for critical attributes have been developed for this annual report to show changes in trajectory of condition since 1990. These charts extend the method used in preparing the Goulburn Broken RCS 2021-27 and use a four-tiered rating category process (very poor, poor, satisfactory, good). The 2025 condition ratings from the line charts inform the overall (rolled up) rating for each theme (Biodiversity, Land, Water and Community) (see table page 38).

Checking the condition of the Goulburn Broken catchment is a carefully considered process. It is reviewed by senior managers at the Goulburn Broken CMA, with input from technical staff across the organisation and from partner groups. The CMA Board then provides feedback and approves the final version, which is published in the Annual Report.

INDICATORS THAT HELP GUIDE ASSESSMENT OF CATCHMENT CONDITION.

STATEWIDE OUTCOMES FRAMEWORK THEMES	INDICATORS
Water	Total river inflow (mm), Wetlands fenced (ha), Environmental water used (ML), Extent of protected or improved riparian land (ha), Fence river/stream remnant (km), Off-stream watering (no.), Instream habitat (no.), River or stream bed and bank protection actions (km), Irrigation drains built (km), Irrigation systems improved (ha), Annual phosphorous loads from irrigation drains (tonnes/year), Total phosphorus loads exported from Goulburn Broken (tonnes/year), Reuse systems installed (no.), Stock access managed (km) and % stream length stock access managed.
Land	% exposed soils, Laser levelling (ha), Whole farm plans prepared (no.) New irrigation referrals dryland zone (no.), Improved irrigation dryland zone (no.), Annual rainfall, Progress in managing salinity impacts in SIR (ha), Soil moisture (mm), Gross value of agricultural commodities (\$).
Biodiversity	Extent of Native vegetation (ha), Area of pest herbivore and area of pest predator control (ha), Area of weed control (ha), Area of permanent protection (ha), Percentage of tree cover change, Area of revegetation (planted) (ha), Remnant veg fenced (ha).
Community	Landcare/Community NRM Groups Health Score, Investment share (%), Major contributions to NRM (\$ million), Grants to community organisations (no. projects and \$), Community volunteer contributions (hours), Traditional owners involved in Goulburn Broken CMA's projects (no.).
Integrated Catchment Management	Reported under Community theme and Sustainable Irrigation Program.

MANAGEMENT REPORTING

Goulburn Broken CMA senior managers liaise directly with funders to ensure reporting requirements are met for many projects (see 'Project delivery' page 23). Tallied achievements from all projects are also used to help inform the management achievement rating within each theme (tables pages 38 and 39).

Results are compared to targets set at the start of the year, based on funding agreements and planned activities. The assessment also considers any outside factors that may have affected what was delivered. The Goulburn Broken CMA Management Team reviews these assessments, and then the CMA Board looks over the recommendations and approves the final version, which is included in the Annual Report.

APPENDIX 2

Role of Catchment Partners

CATCHMENT PARTNERS	EXAMPLES	ROLE
Community groups, networks and non-government organisations	Environmental and agricultural groups, networks and organisations such as Landcare, Conservation Management Networks, Friends of Groups, Riverine Plains Inc., Best Wool, Best Lamb groups, Better Beef groups, Irrigated Cropping Council, Victorian No-Till Farmers Association, Water-trust Australia, Murray Darling Wetland Working Group and philanthropic bodies.	The Catchment's 100 plus environmental and agricultural groups and non-government organisations mobilise community involvement, attract corporate, philanthropic and government funding, and influence and implementation of onground works.
Traditional Owners	Taungurung Land and Waters Council and Yorta Yorta Nation Aboriginal Corporation.	Traditional Owners are custodians of traditional ecological knowledge and cultural heritage across the catchment. They have a key role in Natural Resource Management and planning, including protection and enhancement of cultural values and integrating perspectives, knowledge and cultural management practices.
Private land managers	Farmers, lifestyle landholders and corporations.	<p>The government funds and/or influences many natural resource management activities in the Catchment. They are guided by a range of policies and legislation and frequently delivered in partnership with other agencies and statutory authorities.</p> <p>In addition, Goulburn Broken CMA is responsible for coordinating the collaborative implementation of the Goulburn Broken RCS, with different groups and organisations taking leadership roles for components of the strategy.</p>
Australian Government and agencies	Murray-Darling Basin Authority, Commonwealth Environmental Water Office, Department of Agriculture, Water and the Environment, and the Department of Defence (Puckapunyal Military Area).	The government funds a significant number of natural resource management projects in the Catchment through the National Landcare Program. It also guides efforts around environmental protection and conservation of biodiversity, natural, built and cultural heritage, environmental research, water policy and resources and large-scale natural disaster recovery.
Local Government	Benalla Rural City Council, Campaspe Shire Council, Greater Shepparton City Council, Moira Shire Council, Mansfield Shire Council, Mitchell Shire Council, Murrindindi Shire Council and Strathbogie Shire Council.	In terms of NRM, councils enforce state and local laws relating to land use planning, environmental protection, public health and animal management. They maintain significant infrastructure and play an important role in local NRM engagement, education and delivery (for example, local area plans).
Education and research	Government research institutes (for example, Arthur Rylah Institute), universities and schools.	Education and research bodies support delivery, monitoring and evaluation of natural resource management.
Industry groups	Fruit Growers Victoria, Murray Dairy, Victorian Farmers Federation, Grains Research and Development Corporation, Horticulture Innovation Australia and Meat and Livestock Australia.	Industry groups strongly influence natural resource management through their networks and advisory roles with land managers and government.
Recreational users	Fishing, birding, four-wheel driving and boating groups.	Recreational users are diverse interest groups which don't necessarily live in the catchment but regularly visit and use the catchment's natural resources. Some groups have significant political influence on government policies and legislation.

APPENDIX 3

Additional Data Utilised to Support Catchment Condition and Management Assessment

Regional data trends

INDICATOR	THEME	2019	2020	2021	2022	2023	2024
Total river inflow (mm)	Water	68.655	293.21	186.88	198.75	74.431	161.64
% exposed soils	Land	11.938	10.381	8.7221	7.987	8.2079	8.882
Annual rainfall (mm)	Land	484.48	826.84	780.81	1006.6	757.29	686.21
Soil moisture (mm)	Land	297.58	345.66	364.42	373.89	272.91	396.86
Percentage of tree cover change	Biodiversity	20.756	25.693	22.821	25.505	24.053	23.85

Environmental water use

WATERWAY	VOLUME (ML)									
	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Barmah-Millewa Forest	437,395	254,188	414,010	172,789	361,000	377,603	410,626	204,370	212,156	509,571
Black Swamp	80	-	-	80	65	-	80	-	-	-
Lower Broken Creek	30,319	36,192	41,408	27,633	35,777	33,694	69,915	50,810	75,343	44,822
Upper Broken Creek	-	-	-	-	597	1,235	1,247	1,146	1,769	1,486
Broken River	-	-	1,000	250	258	23	510	2,502	778	1,684
Doctors Swamp	594	-	-	-	67	-	427	-	-	-
Goulburn River (downstream of Goulburn Weir)	228,252	193,272	354,832	247,268	373,256	214,625	361,340	222,539	318,961	357,830
Goulburn River (downstream of Lake Eildon)	-	-	-	-	-	-	86,088	913	63,386	106,767
Kinnairds Wetland	696	-	-	386	259	-	195	-	-	-
Moodie Swamp	500	-	500	-	-	-	1,006	-	-	-
Reedy Swamp	475	-	-	500	500	-	-	-	-	-
Gaynor Swamp	-	-	500	600	-	994	901	-	-	120
Loch Garry	-	-	-	-	500	-	980	-	-	-
Horseshoe Lagoon	-	-	-	-	121	17	52	70	-	-
Kanyapella Basin	-	-	-	-	-	500	1,000	-	-	-
Total	698,311	483,652	812,250	449,506	772,400	628,691	934,367	482,349	672,392	1,022,281

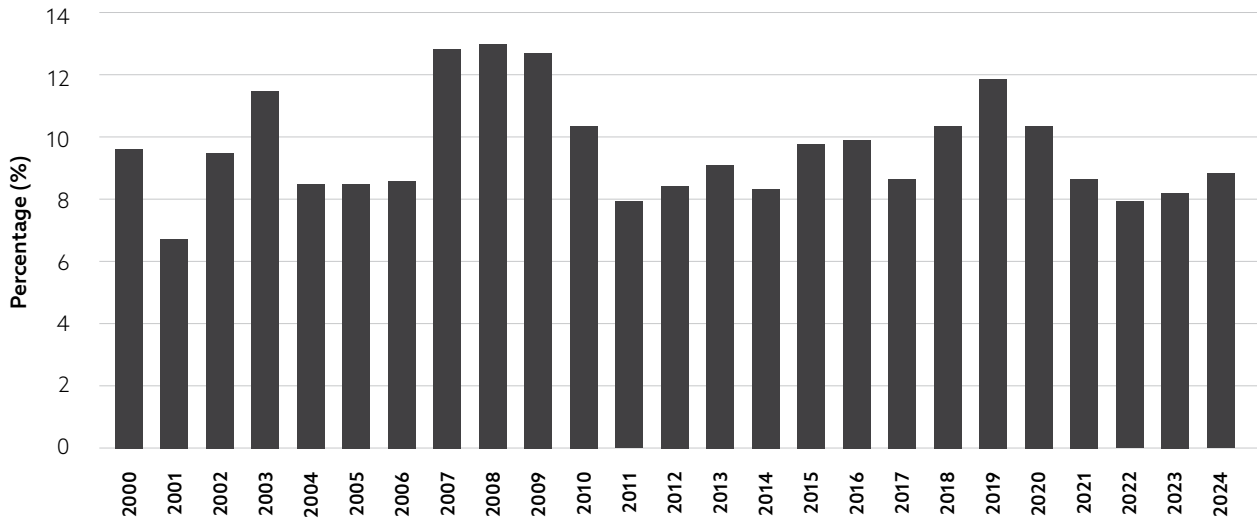
The majority of this water is typically diverted to the Waranga Basin for consumptive use. If Waranga Basin fills the water is debited against environmental water entitlements.

Final volumes might vary slightly and are reconciled following publication of this annual report.

Generally, the water is equally shared between the Barmah and Millewa Forests. Greater than 80 per cent of the water delivered to the Barmah-Millewa forest returns to the Murray River.

Goulburn Broken catchment Percentage of exposed soilⁱ

Ground cover vegetation, specifically the amount covering the soil surface is a key variable for controlling soil erosion. Ground cover can also be an important indicator for erosion risk, drought, biodiversity, soil carbon, land use management, highlighting the importance of understanding practices to manage it particularly in dry times.



i. Annual mean percentage of soil unprotected by living vegetation or litter, derived from MODIS imagery and CSIRO mapping by the OzWALD model-data fusion system. Source: Centre for Water and Landscape Dynamics, Australian National University. www.ausenv.online

APPENDIX 4

Outputs – Detailed List of Achievements

STANDARD GOULBURN BROKEN THREAT OR IMPACT MANAGED	OUTPUT	2024-25						
		LAND AND BIODIVERSITY PROGRAM			SUSTAINABLE IRRIGATION PROGRAM			
		TARGET ⁱ	ACHIEVED	% ACHIEVED	TARGET ⁱ	ACHIEVED	% ACHIEVED	
THREAT								
Land and water use practices								
Stock grazing (ha = terrestrial; km = riparian)	Fence terrestrial remnant vegetation (ha)	29	27	94				
	Fence wetland remnant (ha)							
	Fence stream/river remnant (ha)							
	Fence stream/river remnant (km)							
	Off-stream watering (no.)							
	Binding Management Agreement (licence, Section 173, covenant) (ha)							
INDUCED THREAT								
Saline water and high watertables								
Surface water ⁱⁱⁱ	Laser levelling (ha) ⁱⁱ				546	1,373	251	
	Drain – primary built (km) ^{iv}							
	Drain – community built (km)							
	Drainage course declarations (km) ^{iv}							
	Drainage course declarations obstructions treated (no) ^{iv}				10	10.0	100	
	Weir – replace (no.)							
	Farm reuse systems installed (no.) ^v							
	Drain – additional water diverted from regional drains (ML)							
	Irrigation systems – improved (ha) ^{vi}					1,373		
	Pasture – plant (ha)							
Sub-surface water	Groundwater pumps – public installed (new; no.)							
	Groundwater pumps – private installed (new; no.)							
	Volume water pumped – increase (ML)							
	Tile drains – install (ha)							
	Revegetation – plantation / farm forestry (ha)							
Nutrient-rich & turbid water & suspended solids	Waste water treatment plants – install (no.)							
	Stormwater management projects (no.) ^{vii}							

[illegible]

STANDARD GB THREAT OR IMPACT MANAGED	OUTPUT	2023-24						
		LAND & BIODIVERSITY			SUSTAINABLE IRRIGATION			
		TARGET ⁱ	ACHIEVED	% ACHIEVED	TARGET ⁱ	ACHIEVED	% ACHIEVED	
In-stream and near-stream erosion	Bed and bank protection actions (km) ^{viii}							
	In-stream and tributary erosion controlled (km)							
Changed flow pattern	Environmental water use (ML) ^{ix}							
Weed invasion	Weeds – woody weed management (ha)	303	1,988	656				
	Weeds – aquatic weeds controlled/eradicated (km)							
	Targeted infestations of weeds in high priority areas covered by control programs (ha) ^x	742	2,427	327				
Pest animals	Pest animal control (ha) ^{xi}	7,632	7,632	100				
IMPACT								
Habitat loss – terrestrial	Revegetation - plant natives within or next to remnants (ha) ^{xii}	152	152	100				
	Revegetation - plant natives away from remnants (ha)							
Habitat loss – in-stream	Fish release (no.)							
	Vertical slot fishway (no.)							
	Rock ramp fishway (no.)							
	Fish barrier removal (no.)							
	In-stream habitat (no.) ^{xiii}							
Habitat loss – wetlands	Reinstate flood regime (ML) ^{xiv}							
	Construct new wetland (ha)							
	Threatened Species Recovery Plan and Action Statements (no. projects)							
Planning	Whole farm plans (no.) ^{xv}				12	27	225	

i Targets are determined by considering levels of government funding as listed in the Corporate Plan and any subsequent adjustments over the financial year. Uncertainties in funding cycles in recent years have made annual target-setting challenging.

ii Assumptions: 2016-17 & 2017-18 = Farm Water Program's SIR onground achievements (360 & 1,734) + 60 per cent of area put under Whole Farm Plans [new (3,289 & 2,843) + modernised (3,905 & 2,632) - Farm Water Program's SIR onground achievements (360 & 1,734)]. Assumption change from 2018-19 is 50 per cent of area put under Whole Farm Plans (not 60). Target = 50 per cent of area to be put under Whole Farm Plans [no. (30) x average area of Whole Farm Plans (91)].

iii Surface water management enables the removal of excess rainfall runoff from irrigated lands, alleviating soil salinity. As part of an overall management plan for nutrients, nutrient loads are managed by collecting and reusing water from drains. Nutrient loads are monitored as part of Goulburn Broken sub-strategies and within EPA tolerance levels.

iv Fencing and laneways are relocated along primary drains to control stock. Drains are also hydro-mulched and seeded to provide vegetative cover on bare batters. 2024-2025 Drainage Course declarations were split into separate line item from Drain - Primary built (km) to represent works completed in Drainage Course Declarations (DCD's) and primary drains separately. DCD's are implemented in two stages. 1. Declaration of the drainage course (kilometres) including tributaries and meander loops, and 2. implementation of works to treat obstructions along the natural drainage line (number). Data for the DCD's declared and obstructions completed has been added retrospectively and where DCD's declared (km) have been separated into the Primary Drain Line and DCD Declared line.

v Reuse dams allow for the collection of high nutrient runoff and re-irrigation, reducing the water and nutrient loads leaving the farm. Figures include Farm Water Program installations. From 2014-15 the number of new farm reuse systems installed is assumed to be: 67 per cent of projects install a new system and 33 per cent reconnect the project area to an existing system.

vi Assumptions: From 2014-15, area improved = laser levelling (which itself includes an assumption based on whole farm plan area - see footnote ii) + pressurised irrigation systems (micro or drip + irrigation); In 2019-20, area improved included 210 hectares of soil moisture monitoring and 2020-21 included 1,033ha. 2024-25 - refer to "SIRCIS Targets, Outputs and Charts 2024-25" in sharepoint for breakdown of new and modernised WFP areas.

vii Stormwater management projects are undertaken on a one-to-one funding basis with local government.

viii From 2013-14, the actions for erosion control have been bundled with this to make the tally.

	2023-24													
	RIVER & WETLAND HEALTH & FLOODPLAIN MANAGEMENT			TOTAL CATCHMENT			TOTAL ACHIEVED							
	TARGET ⁱ	ACHIEVED	% ACHIEVED	TARGET ⁱ	ACHIEVED	% ACHIEVED	2022-23	2021-22	2020-21	2019-20	2018-19	2017-18	2016-17	2015-16
		0.31						0.04				0.30	0.51	0.62
														0.62
		1,022,281			1,022,281		672,392	482,349	934,367	628,691	772,400	449,506	812,240	479,164
	55	88	160	358	2,076	580	817	4,111	1,821	11,026	3,326	1,555	4,060	7,481
		16			16		30	40		8	28	9	10	9
	55	86	157	797	2,513	315	1,674	4,494	2,108	11,533	5,773	2,099	4,441	8,529
				7,632	7,632	100	7,991	98,458	157,242	124,720	112,621	1,429	4,019	10,423
	5	34	681	157	186	119	74	526	374	607	634	625	413	487
		4,000			4,000		2,030	1,523						
	295	161	55	295	161	55	533	10		20	259	581	627	363
	36	533	1,481	36	533	1,481	212,156	204,440	415,267	379,114	362,512	174,355	415,010	254,188
		509,691			509,691									
				12	27	225	57	39	21	61	117	61	55	74

ix Target cannot be set with any confidence because achievement is prone to extreme variation, being affected by climatic and seasonal conditions. Volumes used since 2000-01 were reconciled in 2014 and some figures were adjusted. The NSW component of water delivered to Barmah Forest is included in these figures.

x This includes 'Weeds woody weed management'. Department of Primary Industries (DPI) Biosecurity Victoria works were completed outside of the Corporate Plan from 2009-10. From 2010-11 achievements include DPI Farm Services Victoria, River health investment area and Fire Recovery Program works only. 2016-17 achievements do not include 7,781 hectares for weeds and 2,911 hectares for rabbit control completed by DEDJTR Biosecurity Victoria. 2017-18 achievements do not include 11,001 hectares for weeds and 6,400 hectares for rabbit control completed by DEDJTR Biosecurity Victoria. 2018-19 achievements do not include 20,995 hectares for weeds and 3,486 hectares for rabbit control completed by DJPR AgVic Biosecurity & Agriculture Services. 2019-20 achievements do not include 14,000 hectares for weeds and 1806 hectares for rabbit control completed by DJPR AgVic Biosecurity & Agriculture Services. 2020-21 achievements do not include 19,234 hectares for weeds and 3002 hectares for rabbit control completed by DJPR AgVic Biosecurity & Agriculture Services. 2021-22 achievements do not include 7,770 hectares for weeds and 1,830 hectares for rabbit control completed by DJPR AgVic Biosecurity & Agriculture Services. 2022-23 achievements do not include 15,049 hectares for weeds and 4,411 hectares for rabbit control completed by DEECA AgVic Biosecurity & Agriculture Services. 2023-24 and 2024-2025 achievements do not include weeds and pest control hectares by DEECA AgVic Biosecurity & Agricultural Services.

xi Output included for the first time in 2018-19, superseding the two separate outputs of fox and rabbit control, to encompass the broader range of pest animals being controlled.

xii 2016-17 achievements do not include 624.6 hectares of revegetation achieved outside the Catchment through the Sand Ridge Woodlands project that Goulburn Broken CMA delivered in partnership with Murray Local Land Services and NSW National Parks and Wildlife Service.

xiii Output included for the first time in 2015-16 as 'in-stream woody habitat - snags'. Updated to 'in-stream habitat' in 2017-18 to include other habitat structures such as groynes and rock seeding.

xiv Figures for years prior to 2018-19 entered retrospectively in 2018-19.

xv Figures for total catchment historically include those outside of Sustainable Irrigation Program also, which were for comprehensive Level 2 whole farm plans, equivalent to Shepparton Irrigation Region's whole farm plan. Level 1 is a short course that is a precursor to Level 2 and not included in these figures.

APPENDIX 5

2024-25 Community Grants

GROUP	PROJECT	AMOUNT PAID \$ (EX GST)
AUSTRALIAN GOVERNMENT - NATURAL HERITAGE TRUST		
Euroa Arboretum Inc.	Landscape Legacies - Restoring Frey Box Grassy Woodlands (NHT)	57,975
Goulburn Murray Landcare Network Inc.	Landscape Legacies - Restoring Frey Box Grassy Woodlands (NHT)	44,800
Longwood Plains Conservation Management Network Inc	Landscape Legacies - Restoring Frey Box Grassy Woodlands (NHT)	60,000
Regent Honeyeater Project Inc.	Landscape Legacies - Restoring Frey Box Grassy Woodlands (NHT)	42,000
South West Goulburn Landcare Inc	Landscape Legacies - Restoring Frey Box Grassy Woodlands (NHT)	52,400
Taungurung Land and Waters Council (Aboriginal Corporation)	Landscape Legacies - Restoring Frey Box Grassy Woodlands (NHT)	70,640
Yorta Yorta Nation Aboriginal Corporation	Landscape Legacies - Restoring Frey Box Grassy Woodlands (NHT)	88,478
VICTORIAN GOVERNMENT - VICTORIAN LANDCARE GRANTS		
Broken Catchment Landcare Network-Gecko Clan	100 New Homes	1,350
Broken River Environment Group T/a Goomalibee Landcare	Farm Community Field Day & Workshop	1,000
Broken River Environment Group T/a Goomalibee Landcare	Maintenance Grants	500
Burnt Creek Landcare Group	Understanding Erosion Impacts & Supporting Waterways	6,300
Congupna Tallygaroopna Landcare Group	Maintenance Grants	500
Creighton Creek Landcare Inc	Maintenance Grants	500
Dabyminga Catchment Cooperative	Dabyminga Blackberry Action Group Extension	7,383
Delatite Landcare Group	Mansfield Local Plant Guide	10,834
Euroa Arboretum Inc.	Revegetation and Restoration on the Sevens Creek	17,460
Euroa Arboretum Inc.	Seed - From Little Things Big Things Grow	18,000
Euroa Arboretum Inc.	Avenel Seed Production	3,740
Ford's Creek Landcare Group	Maintenance Grants	500
Friends of the Great Victorian Rail Trail	Maintenance Grants	500
Girgarre Stanhope Land Protection Group	Maintenance Grants	500
Glenaroua Land Management Group	Maintenance Grants	500
Goulburn Murray Landcare Network Inc.	Biodiversity Environment Aquatic Discovery	12,550
Goulburn Murray Landcare Network Inc.	Living the Good Life	18,225
Goulburn Murray Landcare Network Inc.	Wasteland to Wetland	1,800
Harston Community Landcare Group Inc.	Maintenance Grants	500
Home Creek Spring Creek Landcare Group	Maintenance Grants	500

GROUP	PROJECT	AMOUNT PAID \$ (EX GST)
Howqua Valley Landcare Group	Maintenance Grants	500
Hughes Creek Catchment Collaborative Inc.	Seymour Urban Glideways Project	5,400
Kinglake Ranges Neighbourhood House Inc.	Boxes for Birds	10,282
Koyuga Kanyapella Landcare Group	Maintenance Grants	500
Kyabram Urban Landcare Group	Maintenance Grants	500
Longwood East Landcare Group Inc	Maintenance Grants	500
Longwood Plains Conservation Management Network Inc	Maintenance Grants	500
Molyullah Tatong Land Protection Group	Enhancing Biodiversity	1,667
Molyullah Tatong Land Protection Group	Maintenance Grants	500
Muckatah Landcare Group	Maintenance Grants	500
Nanneella Timmering Landcare Group	Maintenance Grants	500
Nulla Vale Pyalong West Landcare Group	Maintenance Grants	500
Sheep Pen Creek Land Management Group Inc.	Back to Basics	690
Sheep Pen Creek Land Management Group Inc.	Revitalising the Grey-Crowned Babbler Conservation Project	17,460
South West Goulburn Landcare Inc	FarmBlitz	14,245
Strath Creek Landcare Group Inc	Maintenance Grants	500
Strathbogie Ranges Conservation Management Network	Fifth Festival of Fungus	20,000
Strathbogie Tableland Landcare group	Maintenance Grants	500
Sunday Creek Dry Creek Landcare Group	Blackberry Spraying	1,700
Sunday Creek Dry Creek Landcare Group	Maintenance Grants	500
Swanpool & District Land Protection Group Inc.	Showcasing Our Patch	9,365
UP2US Landcare Alliance	Mansfield War on Weeds	20,000
UP2US Landcare Alliance	VLG Web of Life	19,836
Upper Goulburn Intrepid Landcare	Maintenance Grants	500
Upper Goulburn Landcare Network	Koala Conservation	18,000
Upper Goulburn Landcare Network	Controlling Pest Plants and Animals in the Upper Goulburn	14,450
Upper Goulburn Landcare Network	Environmental Education for Schools and Community	19,463
UT Creek Maintongoon Landcare Group	Maintenance Grants	500
Victorian No Till Farmers Association	Soils for all Seasons	15,000
Waranga Catchment Landcare Collective	Maintenance Grants	500
Warrenbayne Boho Land Protection Group Inc	Whole Farm Planning	1,403

GROUP	PROJECT	AMOUNT PAID \$ (EX GST)
Warrenbayne Boho Land Protection Group Inc	Maintenance Grants	500
Willowmavin Landcare Group	Farm Dams	1,000
Willowmavin Landcare Group	Maintenance Grants	500
Yarrawonga Urban Landcare Group Inc	Maintenance Grants	500
Yea River Catchment Landcare Group	Climate Smart Ag Project	9,350
Yea River Catchment Landcare Group	Maintenance Grants	500
Yea River Catchment Landcare Group	Yea River's Habitat for Hollow Dependent Fauna	1,800
VICTORIAN GOVERNMENT - OTHER		
Taungurung Land and Waters Council (Aboriginal Corporation)	Green Lake Baseline Ecological Monitoring	47,993
Taungurung Land and Waters Council (Aboriginal Corporation)	Our Catchment, Out Communities	32,475
Yorta Yorta Nation Aboriginal Corporation	Our Catchment, Out Communities	54,464
VICTORIAN GOVERNMENT - VICTORIAN WATER PROGRAMS INVESTMENT FRAMEWORK		
Goulburn Murray Landcare Network Inc.	Floodplain Ecology Course	10,300
Greater Shepparton City Council	RiverConnect	112,650
Taungurung Land and Waters Council (Aboriginal Corporation)	Walking together with Waring	25,484
Taungurung Land and Waters Council (Aboriginal Corporation)	Flood Recovery Project	25,432
Yorta Yorta Nation Aboriginal Corporation	Barmah Ramsar Management Waterway Health	19,045
Yorta Yorta Nation Aboriginal Corporation	Barmah Ramsar Site Management	78,145

Disclosure Index

The Annual Report of the Goulburn Broken CMA is prepared in accordance with all relevant Victorian legislations and pronouncements. This index has been prepared to facilitate identification of the Authority's compliance with statutory disclosure requirements.

Information relevant to the headings listed in Financial Reporting Direction 22 of the *Financial Management Act 1994* is held at the Authority's office and is available on request, subject to the *Freedom of Information Act 1982*.

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Glossary of terms

Community NRM	Community Natural Resource Management is an umbrella term that encompasses the community based environmental groups of the region such as Landcare, Friends of, Conservation Management Network and sustainable farming groups.
Critical attributes	The key areas that will improve the current situation and prevent the catchment condition from reaching tipping points.
Ecosystem	A diverse and changing set of living organisms within a community, interacting with each other and the physical elements of the environment in which they are found.
FLows	A method for determining environmental water requirements in Victoria.
GMW Connections	A \$2 billion project funded by the Victorian Government, Australian Government and Melbourne Water to develop a water delivery network to match changing needs and support opportunities for irrigated agriculture across Northern Victoria.
Investment area	Key areas to which investment is focussed.
Long-term objectives	Long-term (20-30 year) goals for the system components of the Catchment - people, land, water and biodiversity. These objectives are found in the sub-strategies of Goulburn Broken CMA. Achieving these objectives will contribute to the Vision being realised. In some instances, these objectives may be related to known (or assumed) thresholds and tipping points.
Regional Catchment Strategy	A blueprint for integrated natural resource management across a geographic area.
Registered Aboriginal Parties	Registered Aboriginal Parties are the voice of Aboriginal people in managing and protecting Aboriginal cultural heritage under the <i>Aboriginal Heritage Act 2006 (Vic)</i> . The Act recognises Aboriginal people as the primary guardians, keepers and knowledge holders of Aboriginal cultural heritage.
Resilience	The ability of the Catchment's people and environment 'to absorb a shock or setback and to flourish in spite of it, maybe even because of it'. It does not mean 'ploughing through' and doing what we have always done.
Resource Condition Target	Relates to the condition of the resource and can be measured over the short term or the long term depending on ease of measurement.
Social-ecological systems (SES)	Linked and generally similar systems of people and nature, taking into account cultural, political, social, economic, ecological and technological components.
Thresholds	A breakpoint between two states of a system that must be exceeded to begin to produce some sort of effect or response.
Tipping points	A point where a small change can have a large effect on the state of a system.

Acronyms

AASB	Australian Accounting Standards Board
AAS	Australian Accounting Standards
ABARE	Australian Bureau of Agricultural and Resource Economics
ABN	Australian Business Number
ABS	Australian Bureau Statistics
ACCU	Australian Carbon Credit Units
ADE	Australian Disability Enterprise
AEP	Annual Exceedance Probability
AgVic	Agriculture Victoria
ARC	Agricultural Redevelopment Coordinator
ATO	Australian Taxation Office
CaLP	<i>Catchment and Land Protection Act 1994</i>
CAPEX	Capital Expenditure
CBS	Central Banking Service
CEO	Chief Executive Officer
CIRS	Cyber Incident Response Service
CMA	Catchment Management Authority
CRC	Cooperative Research Centre
CSIRO	Commonwealth Scientific and Industrial Research Organisation
DCCEEW	Department of Climate Change, Energy, the Environment and Water
DCD	Drainage Course Declaration
DEECA	Department of Energy, Environment and Climate Action
DWG	Designated Work Group
E8	Essential Eight Maturity Model
EBA	Enterprise Bargaining Agreement
EC	Electrical Conductivity unit
EC5	Environmental Contribution Levy Tranche 5
EC6	Environmental Contribution Levy Tranche 6
FBT	Fringe Benefit Tax
FCPA	Fellow Certified Practicing Accountant
FOI	Freedom of Information
FTE	Full-time Equivalent
FMA	<i>Financial Management Act 1994</i>
FRD	Financial Reporting Direction
GB CMA	Goulburn Broken Catchment Management Authority
GHG	Greenhouse Gas
GMCA	Goulburn Murray Climate Alliance
GMID	Goulburn-Murray Irrigation District
GMW	Goulburn-Murray Water
GST	Goods and Services Tax
ha	Hectare
HSR	Health and Safety Representative
IRP	Issue Resolution Procedures
IT / ICT	Information Technology / Information and Communications Technology
km	Kilometre
kg	Kilogram
kL	Kilolitre

kW	kilowatt
KPI	Key Performance Indicator
L	Litre
LiDAR	Light Detection and Ranging remote sensing technology
LGA	Local Government Authority
LoE	Letter of Expectation
LSL	Long Service Leave
LWMP	Land and Water Management Plan
MDBA	Murray-Darling Basin Authority
ML	Megalitre
MP	Member of Parliament
MPSG	Major Project Skills Guarantee
MoU	Memorandum of Understanding
MWh	Megawatt hour
NFF	National Farmers Federation
NHT	National Heritage Trust
no	Number
NRM	Natural Resource Management
OAIC	Office of the Australian Information Commissioner
OCI	Organisational Culture Inventory
OCOC	Our Catchments Our Communities
OHS	Occupational Health and Safety
OPEX	Operating expenditure
OVIC	Office of the Victorian Information Commissioner
PEER	Public Entity Executive Remuneration Policy
PV	Photovoltaic
RAP	Reconciliation Action Plan
RCS	(Goulburn Broken) Regional Catchment Strategy
RWS	Regional Waterway Strategy
RTW	Return to Work
SE	Social Enterprise
SES	Social-Ecological System
SIR	Shepparton Irrigation Region
SIRF	Shepparton Irrigation Region Forum
SIRLWMP	Shepparton Irrigation Region Land and Water Management Plan
SIRPPIC	Shepparton Irrigation Region People and Planning Integration Committee
SoO	Statement of Obligations
SPF	Social Procurement Framework
t CO₂e	Tonnes of carbon dioxide (CO ₂) emitted
TLaWC	Taungurung Land and Waters Council
UTAS	University of Tasmania
VCAT	Victorian Civil Administrative Tribunal
VEWH	Victorian Environmental Water Holder
VFA	Victoria Fisheries Authority
VIPP	Victorian Industry Participation Policy
VMIA	Victorian Managed Insurance Authority
VPDSS	Victorian Protective Data Security Standards
VPSC	Victorian Public Service Commission
VWPIF	Victorian Water Programs Investment Framework
YYNAC	Yorta Yorta Nation Aboriginal Corporation

Recognising major NRM contributions

Neville Atkinson



Neville Atkinson was born into a proud and influential Yorta Yorta family, renowned for its activism and contributions to indigenous rights, land management and education.

He's devoted his working life to educating others and honouring the deep connection that Traditional Owners have with Country.

"This landscape is at the heart of our traditional connectedness and central to our values, customs, laws and beliefs."

He is known as Nev by his former colleagues at the Goulburn Broken CMA, where he worked as an Indigenous natural resource management facilitator for almost two decades.

Despite leaving that role in 2022, he remains committed to improving the broader understanding of cultural heritage and First Nations' storytelling.

"If you take something from the landscape that is connected to a story of significance for Aboriginal people, then you've stopped people from practicing their own religion or beliefs."

He has more than 30 years' experience working for natural, environmental and cultural heritage management protection.

"We have the opportunity to do better because we know better. Science and research show us that we must protect the natural environment that we have left."

The important legacy work he initiated has cast a long and lasting shadow at the Goulburn Broken CMA.

"The role wasn't just about natural resource management, it was about working within the local community, bringing people together from all sides, changing minds and hearts," he said.

"Working with First Nations people together on a future prosperity investment plan for all was important.

"I always said that I will have done my job when I've done myself out of a job, meaning strong partnerships had been developed between First Nations people and organisations, and that me being a facilitator between the two was no longer needed."

In his first year in the role Mr Atkinson led cultural walks as part of drainage projects in the Shepparton Irrigation Region, work that led to cultural heritage being formally included in the CMA's whole farm planning and drainage processes.

He coordinated cultural heritage initiatives across the catchment, providing strategic direction and advice to the CMA and its partners.

"People were willing to invest in change without fully knowing what that was going to mean, commit to it, not be frightened but also know when to back off."

He paid tribute to those he has worked with including Bill O'Kane, Wayne Tennant, Chris Norman, Gaye Sutherland, Lisa McKenzie, Carl Walters, the Goulburn Broken CMA board and Yorta Yorta and Taungurung leadership.

Having succeeded in doing himself out of a job, he now works with the Outback Academy Australia, helping Aboriginal people to achieve economic and social change.

He said open dialogue and respectful communication was central to a prosperous future for the catchment's Traditional Owners.

"We can all have opinions but within that, we must keep working together.

"What stays with me are the memories and friendships I've made that have included people being willing to have brave conversations, take bold steps and stretch boundaries."



PARTNERS IN CATCHMENT MANAGEMENT

The health of the Catchment relies on many partner organisations and individuals. In fact, there are so many partner organisations of the Goulburn Broken Catchment Management Authority that we have found it challenging to capture them all. Any partner logo not appearing above does not undervalue their contribution to the Catchment.

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