



**GOULBURN  
BROKEN**

CATCHMENT  
MANAGEMENT  
AUTHORITY



# Corporate Plan

2025/26 – 2029/30



## Acknowledgment of Country

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.

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# Chair and CEO foreword

On behalf of the Goulburn Broken CMA team, directors and staff, we proudly present the Goulburn Broken Catchment Management Authority Corporate Plan 2025–2029.

This Plan outlines a bold and strategic roadmap to guide the future of the Goulburn Broken catchment. At its heart is a clear focus on building resilience in our catchment to safeguard ecosystems, support sustainable agriculture, and strengthen community resilience as we prepare for the realities of a more variable climate and shifting seasonal patterns. This is guided by our Regional Catchment Strategy, which seeks to enhance and transform catchment health.

Climate action is integrated in all our programs. With carbon neutrality achieved for Scope 1 and 2 emissions, we look towards the net zero future. We will also be working with our partners to explore emerging Natural Capital Markets, to attract new investment and positive change in our catchment.

We walk alongside the Yorta Yorta Nation Aboriginal Corporation and the Taungurung Land and Waters Council, guided by our third Reconciliation Action Plan, to honour culture, support self-determination and foster meaningful partnerships that create lasting impact. Each step forward we commit to leadership that is genuine, respectful, and courageous from all levels across the Goulburn Broken CMA to continue to drive change. We commit to undertake initiatives that realise the Corop cultural waterscape vision.

Empowering communities remains central to our mission and we are committed to mobilising and engaging stakeholders in integrated catchment management to advocate for healthy, resilient landscapes and responsible stewardship. By placing communities and strategic partnerships at the core of our work, we continue to promote the unique features of our catchment, represent the critical values and needs, foster long-term investment and pursue a thriving future for its health.

Our people are our greatest asset. We are committed to fostering a high-performance organisational culture that is empowered, engaged, innovative, values-driven and where creativity is encouraged, challenges are embraced and forward-thinking solutions shape the future of our region. Through collaboration, continuous learning and a commitment to excellence, we strengthen our ability to deliver transformative change and our vision for a thriving, sustainable, and climate-resilient Goulburn Broken Catchment.

Our collective team look forward to collaborating with our partners, federal, state and regional agencies and our community as we work to improve catchment health and address threats to catchment resilience.



**Sarah Parker**  
Chair



**Carl Walters**  
CEO

# What is the Corporate Plan

The Corporate Plan sets out, over a five-year period, how land, water, biodiversity and community outcomes will be delivered and coordinated by the Goulburn Broken Catchment Management Authority (CMA) and the value to the community.

The Corporate Plan is an important document in the planning and management framework of the Goulburn Broken CMA.

Progress on the Corporate Plan's outcomes, outputs and financial budget is communicated through the Annual Report.

The below Operating Environment diagram outlines conceptually how the Goulburn Broken CMA's programs, Corporate Plan, Operating Context, Regional Catchment Strategy, Themes, Guiding Principles and Local Area Sub Strategies all align to support the Goulburn Broken CMA's vision.

FIGURE 1: GOULBURN BROKEN CMA OPERATING ENVIRONMENT 2025/26

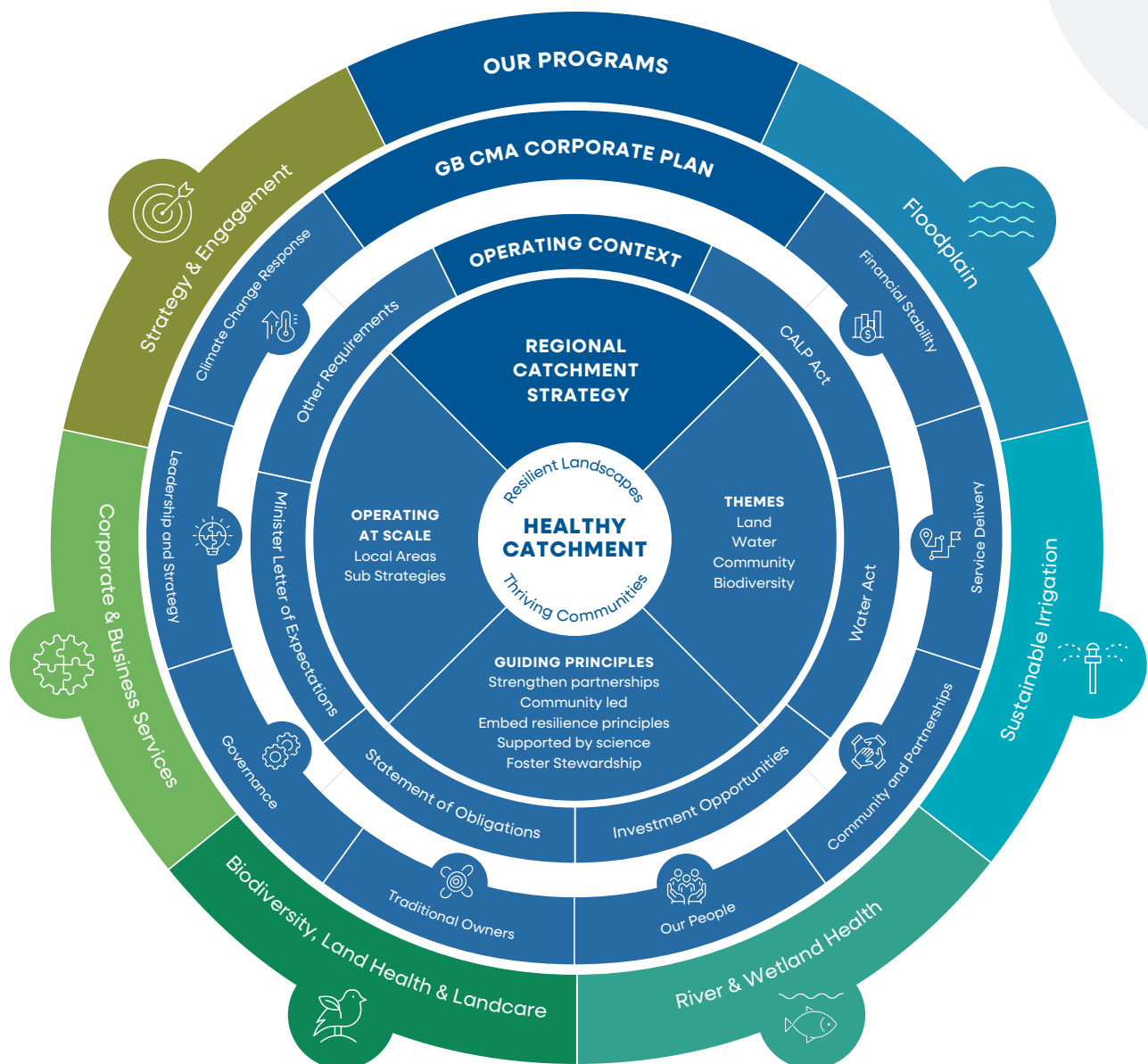


FIGURE 2: KEY ACTIVITIES FOR 2025/26



# 1. The Goulburn Broken CMA vision, purpose and values

## 1.1 Context

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

The Goulburn Broken CMA wants the natural resources and environmental values of our region protected, looked after and improved for generations to come. The CMA also believes that engaged and thriving communities who actively care for the environment and its natural resources are imperative to ensure the long-term health of our region's catchments.

The Goulburn Broken CMA applies a resilience approach to NRM planning and management. This is an overarching lens for catchment management in the region. Resilience is the capacity of the catchment's people and environment to absorb a shock or setback and to flourish in spite of it. It is the capacity to cope with change and continue to evolve in positive ways. Goulburn Broken CMA recognises that the region will continue to be challenged by extreme events, the impacts of climate change and changing regional demographics.

## 1.2 Our vision, purpose, values and behaviours

FIGURE 3: GOULBURN BROKEN CMA VISION, PURPOSE, VALUES AND BEHAVIOURS





### 1.3 The region

The Goulburn Broken catchment covers 24,300 square kilometres, representing 10.5% of the state of Victoria (Figure 8), 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% managed for agricultural production and the remaining 41% 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% of total land mass under dryland and intensive agriculture and 13% 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.

# 2. Governance

## 2.1 Governance

The Goulburn Broken CMA is a statutory authority that reports through the Department of Energy, Environment and Climate Action (DEECA) to the Minister for Water, Minister for Climate Action and Minister for Environment and ultimately the Parliament of Victoria.

The Goulburn Broken CMA was established under, and delivers the legislative requirements of the:

- *Catchment and Land Protection (CaLP) Act 1994* and its Statement of Obligations, issued in January 2018.
- *Water Act 1989* and its Statement of Obligations, issued in January 2018.

The *Public Administration Act 2004*, *Financial Management Act 1994*, *Freedom of Information Act 1982*, *Privacy and Data Protection Act 2014*, *Protected Disclosures Act 2012* and other associated statutory instruments, ministerial directions and departmental requirements also provide guidance to the Goulburn Broken CMA on its governance requirements.

The Goulburn Broken CMA is governed by a skills-based community Board of up to nine members. Members of the Goulburn Broken CMA Board of Directors are appointed by the Victorian Government, 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. Under the *CaLP Act 1994* the CMAs are required to have a Board Charter endorsed by their respective boards that sets out their governance framework.

## 2.2 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.

The core roles of the board committees are:

### **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.

### **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 organisational culture, compliance and reviews workplace and OHS performance.

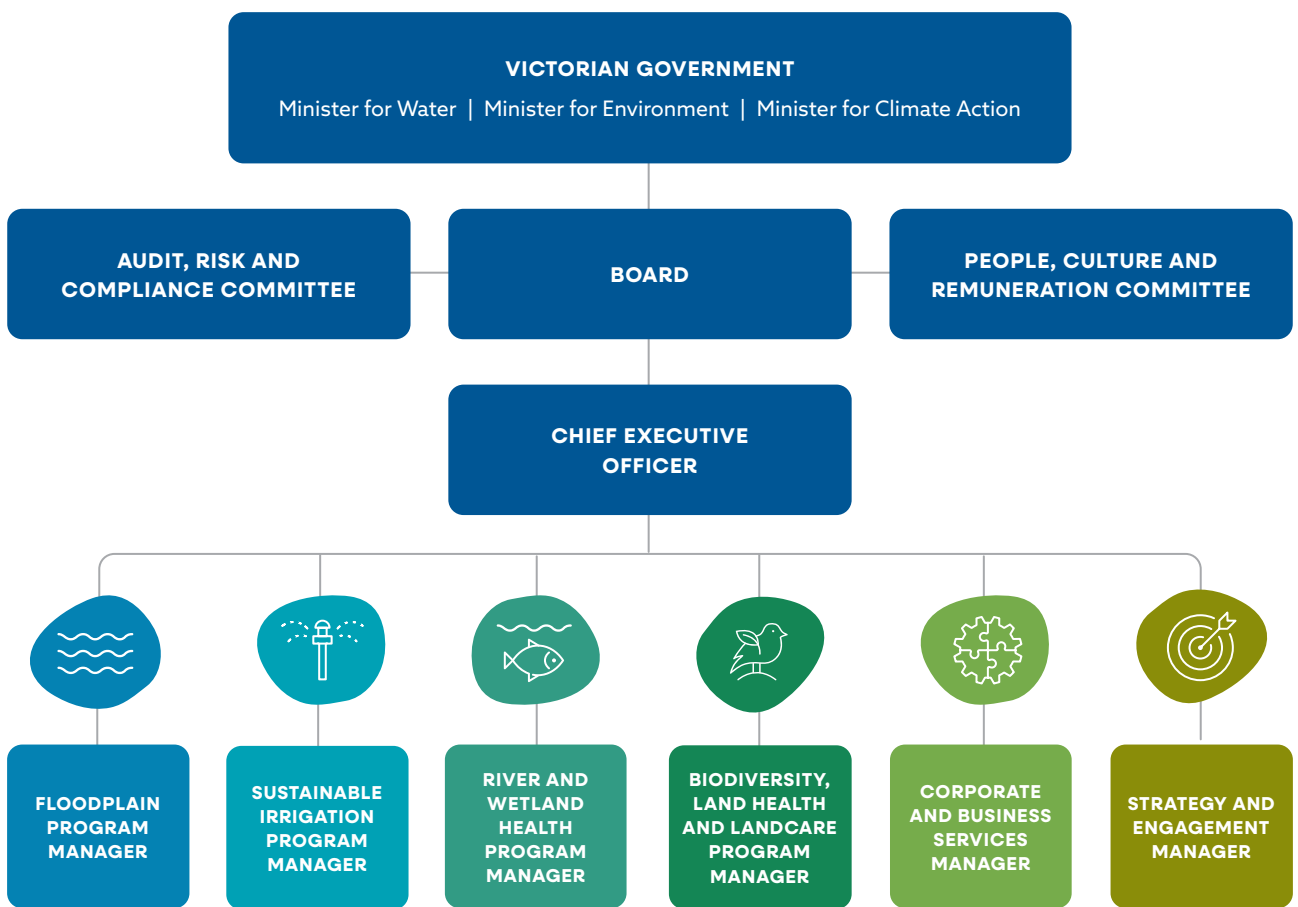
2.3

# Organisational structure

The Goulburn Broken CMA organisational structure has been designed to align with the Goulburn Broken CMA's vision, purpose, and Regional Catchment Strategy delivery. The structure aligns with the Goulburn Broken CMA's programs of Corporate & Business Services, Strategy & Engagement, River & Wetland Health, Floodplain, Sustainable Irrigation, and Biodiversity, Land Health & Landcare which will be expanded upon in section 4 below.

The organisational structure is represented below:

FIGURE 4: ORGANISATIONAL STRUCTURE



# 3. Strategic Direction

## 3.1

### Board priorities

Each year the Board meets and, taking into account the Minister’s expectations, sets the priorities for the coming year.

FIGURE 5: BOARD PRIORITIES FOR 2025-26

## Board priorities for 2025-26

To Lead Positive Transformation in the Health of the Catchment

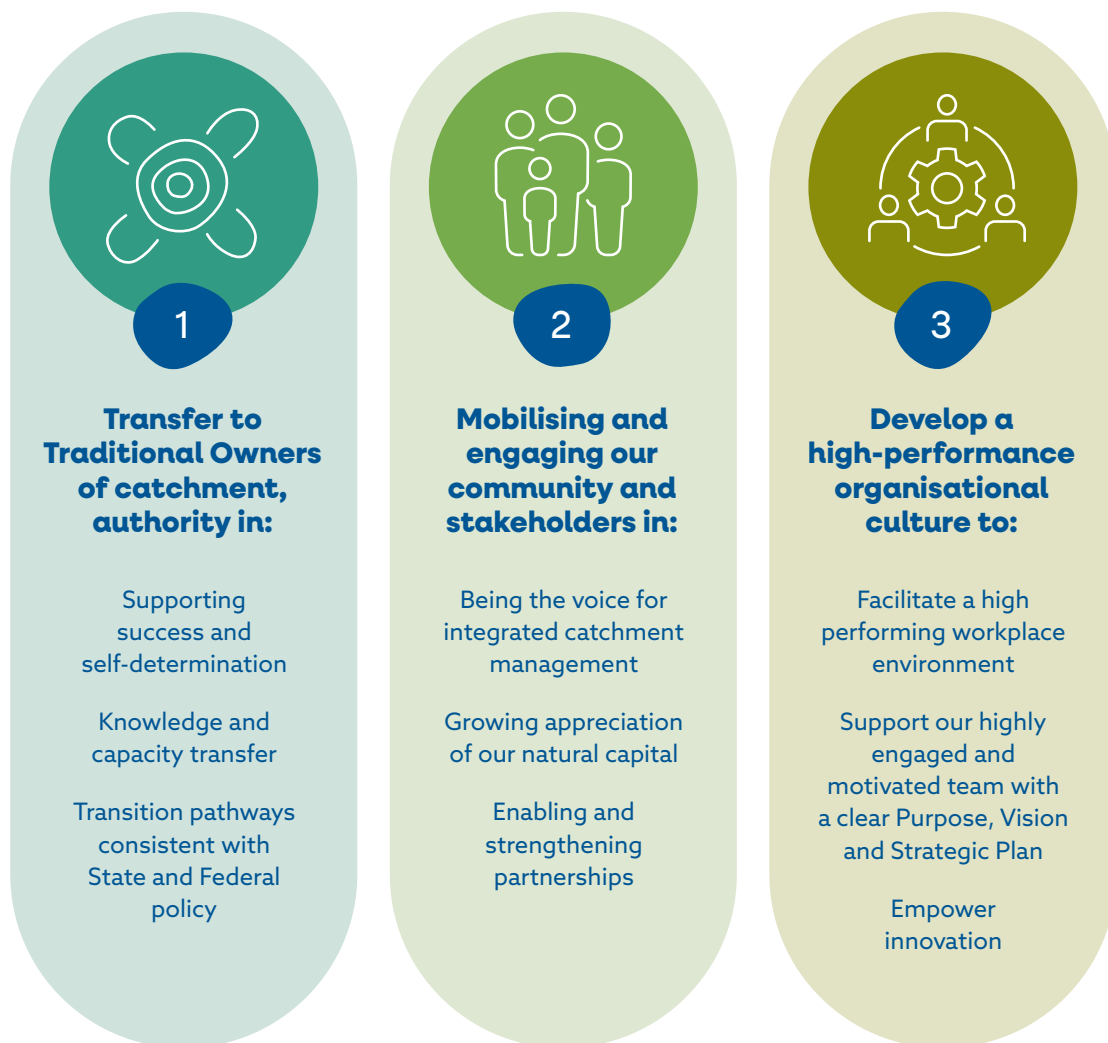


FIGURE 6: GOULBURN BROKEN REGIONAL CATCHMENT STRATEGY 2021-27

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



## 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.

### 3.2

## Goulburn Broken Regional Catchment Strategy (RCS) 2021-2027

The Goulburn Broken Regional Catchment Strategy (RCS) provides a pathway for integrated management of natural resources in the catchment and builds on achievements and lessons from the past. The strategy describes the current condition of the natural resources, principles to guide change, priority actions and what success looks like in 2040.

The RCS is an ambitious strategy that describes the urgent and large-scale change required to improve the catchment's natural resources and mitigate climate change impacts. The resilience approach that underpins the RCS focuses on how we can increase the capacity of the catchment to cope with change and evolve positively. 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 RCS.

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

The RCS is built on more than 30 years of achievement including the 1997, 2003 and 2013 strategies. This is the first time the strategy has been presented as an online document (<https://goulburnbroken.rcs.vic.gov.au/>). PDF versions are also available to download on the website.

Figure 6, on the previous page, provides a summary of the strategy.

### **A resilience approach to the Regional Catchment Strategy and NRM planning**

In recent years, the catchment's communities and environment have been severely tested by floods, droughts, fires, the global financial crisis, COVID-19 pandemic and other major events, highlighting the importance of the Goulburn Broken CMA's focus on developing resilience. Recent seasonal forecasts and observed weather patterns, indicate that the catchment is entering drier conditions which further supports the importance of resilience approaches. The RCS is underpinned by the resilience approach.

A 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. The resilience approach does not mean 'continually doing what we have always done' but rather the capacity to cope with change or flourish in spite of it and continue to respond and evolve in positive ways.

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. The resilience approach recognises the importance of identifying drivers of change and planning how to manage risks, respond to threats and harness opportunities.

The Goulburn Broken CMA is working with catchment partners to monitor and assess against the mid-term outcomes and progress will be reported via the Goulburn Broken Regional Catchment Strategy website:

[www.goulburnbroken.rcs.vic.gov.au](http://www.goulburnbroken.rcs.vic.gov.au)

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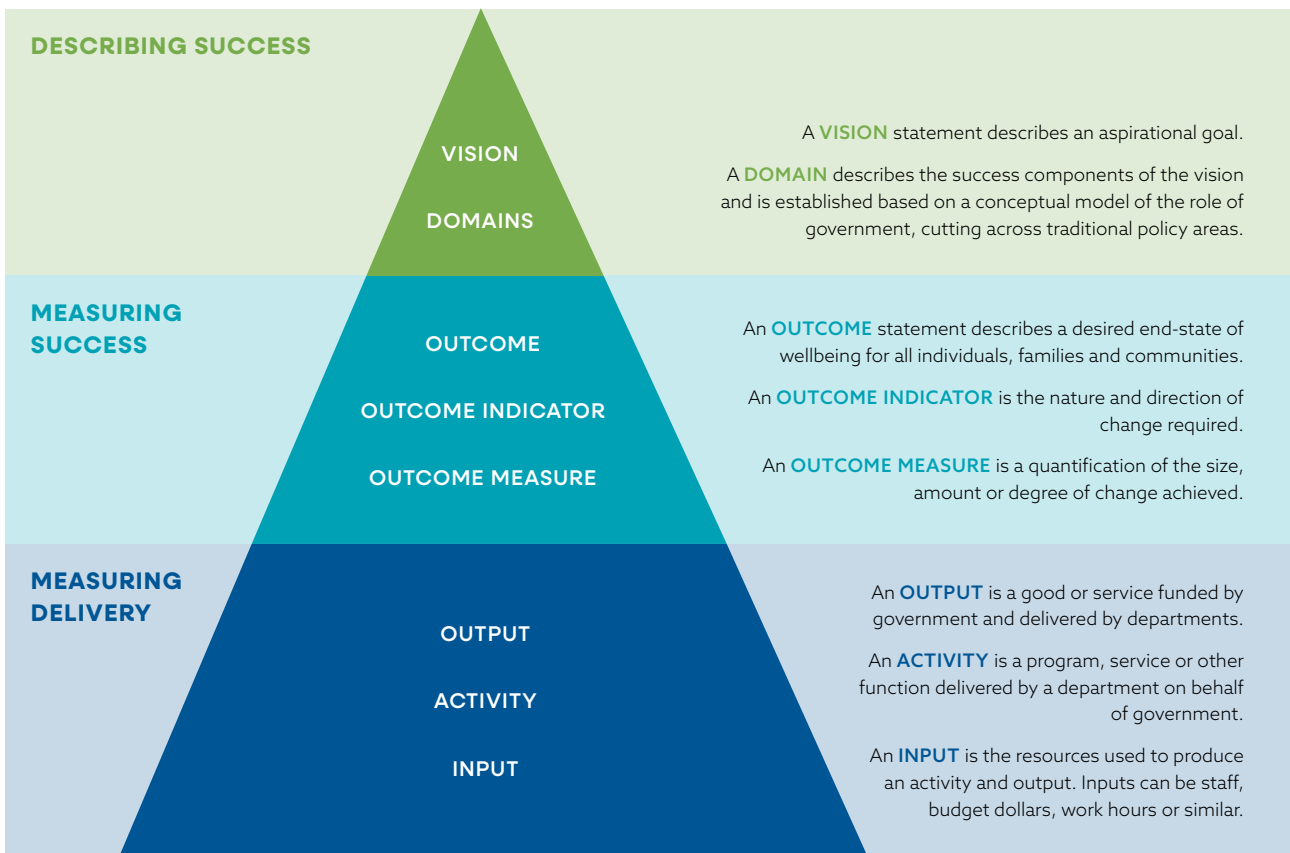
# Outcomes framework

The Goulburn Broken RCS has been developed to align with the Victorian Government’s outcome framework.

The outcome architecture enables the Goulburn Broken CMA to link the activities and outputs that are delivered throughout the year to the medium-term outcomes.

Monitoring progress against the achievement of these outcomes enables us to know if we are progressing towards the vision for the catchment. Monitoring progress enables changes to activities, outputs and outcomes to be made in response to changes in the physical and operating environment.

FIGURE 7: VICTORIAN GOVERNMENT’S OUTCOME FRAMEWORK





### 3.4

## 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 RCS 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.

Each objective has been assigned indicators (Appendix 2) to assist in monitoring performance. Performance is reported in the Goulburn Broken CMA Annual Report.

### 3.4.1

## BUSINESS OBJECTIVE UNDERTAKINGS AND ACTIVITIES

The Goulburn Broken CMA is committed to achieving excellence across the eight key business objectives, each supported by targeted undertakings and activities that drive our mission forward.

To support the achievement of Goulburn Broken CMA's business objectives, the following undertakings and activities are planned. Progress against the undertakings and activities will be reported through the Goulburn Broken CMA Annual Report.

### **Traditional Owners Partnership**

We honour our partnership with Traditional Owners to care for Country and support self-determination. We are incredibly proud of the achievements we have made in partnership with the Traditional Owners of the catchment but also recognise there is more work to be done with Traditional Owners and our broader community to return Country to health, to protect Aboriginal cultural heritage and to build relationships between First Nations communities and other Australians who live and work in the region. Hence, we committed to working together to deliver Country plans and progress self-determination, including prioritising projects in the Corop Lake Waterscape area, the Waring (mid Goulburn River) and Barmah Forest.

We are also committed to support government-led initiatives through Water is Life. Another priority in collaborating with partners is ensuring the long-term viability of the Goulburn Broken Indigenous Seedbank. The seedbank is a vital safeguard to restore degraded landscapes and helps builds resilience of Country and catchment.

To enable these initiatives, we will focus on facilitating consultation forums with Yorta Yorta Nation Aboriginal Corporation and the Taungurung Land and Waters Council, including co-designing and implementing other projects that heal Country and meaningfully engage Traditional Owners in environmental stewardship. Our Reconciliation Action Plan also recognises the role our strong allies can play to support improved economic prosperity and self-determination of Aboriginal and Torres Strait Islander peoples.

### **Community and Partnerships**

We deeply value our community relationships and partnerships, recognising they form the foundation of our success. Our commitment to collaborative, community-led approaches strengthens our organisations and helps communities thrive. We are continuing to build shared approaches to climate change, natural capital and environmental conditions by facilitating the Partnership Team and developing a shared risk approach to various themes within our Regional Catchment Strategy.

With the launch of the Shepparton Irrigation Region Land and Water Management Plan we are committed to implement this plan alongside community members and partners to protect soils, water and biodiversity while guiding efficient, sustainable water use that contributes to a healthy Murray Darling Basin. Our commitment to community engagement extends to flood intelligence sharing, which helps improve preparedness and recovery resilience. We are also implementing a newly developed approach to environmental water planning and actively engaging stakeholders in developing a renewed Goulburn Broken Regional Waterway Strategy. Additionally, we are developing and supporting the Goulburn Drought Resilience Plan Stakeholder Reference Group to further strengthen community resilience. We will continue to strengthen our relationships with Landcare and community groups to deliver our on-ground works and over time ensure our works are on the transformative pathway and support resilience.

## Our People

Our organisation thrives because of our capable and motivated team members who embody our values and behaviours. Ensuring their safety and wellbeing remains paramount. Psychological safety continues to be a priority in our workforce strategy implementation and we are enhancing our framework to comply with incoming WorkSafe regulations. We have committed to cultivate an exceptional workforce that drives innovation, excellence and organisational success through empowerment, safety and professional fulfillment.

To achieve this, we are implementing high-performing organisation initiatives that focus on wellbeing management and relevant skills development, while also improving our Occupational Health and Safety Management System, including enhancements to our Safety Culture platform. We will again participate in the Victorian Government People Matters Survey to gauge our progress, deliver Respect at Work training and implement a renewed Enterprise Agreement, which will include improvements in performance planning conditions and introduce an Accrued Day Off benefit for full-time staff. We will also focus on developing business capabilities that support a modern, functional and efficient organisation through its people, processes and technology.

## Financial Sustainability

Our organisation prioritises robust financial management to ensure we can meet all our obligations while expanding our capacity to address emerging priorities. To achieve this, we maintain high-standard financial systems that adhere to relevant standards and guidelines. We are actively exploring new funding opportunities to support our current and future initiatives, while simultaneously improving our bid development and tracking processes.

A key focus for us is enhancing our reporting capabilities through the integration of financial and output data. This integration will enable more sophisticated data analytics and comprehensive reporting against all organisational indicators, with ongoing reviews of metrics where tracking presents challenges.

## Governance

We maintain effective governance structures and practices that not only comply with all laws and regulations but also satisfy community expectations. This involves providing high-quality processes and data to support governance requirements across our Board and other forums. We are embedding improved procurement and contract management processes throughout the organisation and completing implementation of our information management framework.

Risk management is evolving with the implementation of risk-versus-reward thinking within our framework and policy. We are also improving our incident management framework, including natural resource management emergency response plans. As we embrace new technologies, we are establishing governance for artificial intelligence use and supporting a Generative AI pilot to enhance business development. Additionally, Goulburn Broken CMA is undertaking a comprehensive review of its Business Objective Metrics to ensure they remain relevant and effective.

## 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. We are implementing the Goulburn Broken Regional Catchment Strategy and Monitoring Plan and undertaking a mid-term review of the strategy to ensure it remains relevant.

Goulburn Broken CMA is pursuing advocacy around constraints and the Basin Plan to achieve positive outcomes for the catchment. We are bringing together regional agencies and communities to respond to threats such as climate change while exploring opportunities like natural capital approaches that may increase environmental outcomes and regional prosperity. We will also maintain involvement and influence in national, state, and regional advocacy forums and relationships to ensure our region's voice is heard.

The development of a renewed Regional Waterway Strategy is underway, which will set regional outcomes and direct investment priorities for rivers and wetlands over the next decade. This strategy is being developed in partnership with Traditional Owners and key regional stakeholders, with active engagement from the wider catchment community.

### **Climate Change Response**

The impacts of a changing climate on both the Goulburn Broken Catchment's natural assets and its community continue to present significant threats but also opportunities. In response, we will continue to prioritise actions and initiatives that seek to respond to the impacts of climate change. To enable this, the Goulburn Broken CMA climate response continues to be integrated into all areas of the organisation, from the Regional Catchment Strategy to program areas such as biodiversity, waterway health and environmental sustainability. On behalf of the state, we are delivering the Vic Catchments climate change program, which includes hosting the Climate Change Coordinator and coordinating the Water Cycle Adaptation Action Plan project.

Our priority areas for climate actions include investing in adaptation strategies to increase catchment resilience and support mitigation initiatives led by local partners. This includes collaborating with the One Basin CRC to develop a people-focused approach to climate change adaptation, recognising that human factors are central to successful environmental outcomes. Our Carbon Outreach Program will support land managers in considering and responding to climate change and we are firmly committed to further explore carbon markets in this region. We are also committed to investigate opportunities on how natural capital investments can be realised in the region. 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.





## 4. Planned programs, services and infrastructure delivery

The Goulburn Broken CMA undertakes its programs by working with various partners and community stakeholders across the region. Our partners, community groups and land managers invest significantly in improving the health of the land and waterways. The roles of catchment partners are outlined in Appendix 3.

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 RCS 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
- Community and 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)
- 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.

## 4.1

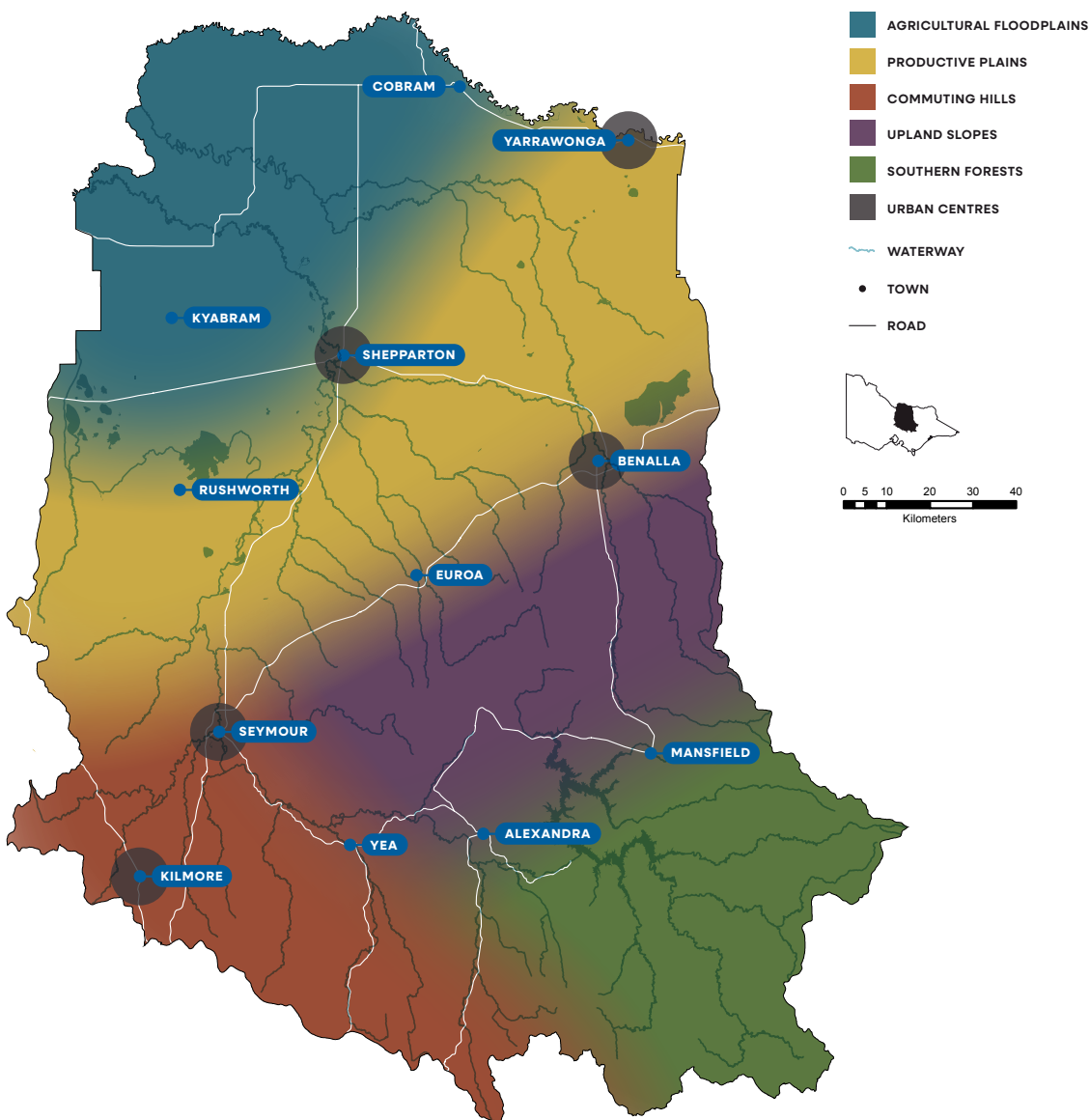
# Social-Ecological Systems (SESs)

The six social-ecological systems the Goulburn Broken CMA uses to design and plan strategy and service delivery are:

- Agricultural Floodplains (including Shepparton Irrigation Region)
- Productive Plains
- Upland Slopes
- Commuting Hills
- Southern Forests
- Urban Centres (linked to above SESs)

The SES approach offers many benefits including providing for continued integration across local areas of program-based funding. Integration is achieved through a wide range of community forums and partnership structures, underpinned by the Goulburn Broken Catchment Partnership Agreement, renewed in 2023. A well-established Partnership Team structure involves managers and partner agencies discussing project delivery, resource sharing and integrated program delivery. All of this is premised on strong community participation and testing of the program delivery.

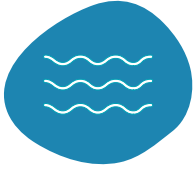
FIGURE 8: GOULBURN BROKEN SOCIAL-ECOLOGICAL SYSTEMS (SESs)



## 4.2

# Program delivery

The Goulburn Broken CMA delivers its services through six theme-based programs.



### FLOODPLAIN PROGRAM

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.



### SUSTAINABLE IRRIGATION PROGRAM

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 & WETLAND HEALTH PROGRAM

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.



### BIODIVERSITY, LAND HEALTH & LANDCARE PROGRAM

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.



### CORPORATE AND BUSINESS SERVICES PROGRAM

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



### STRATEGY AND ENGAGEMENT PROGRAM

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.

The following tables provide an overview of each business unit's main projects and programs for 2025-26 and reference the following four areas of which they mostly contribute:

1. Victorian policy area outcome alignment – Letter of Expectations
2. RCS Outcome
3. Estimated Funding
4. DEECA Standard Outputs



4.2.1

**FLOODPLAIN PROGRAM**

**Outcome:** 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.

PROJECTS	VICTORIAN GOVERNMENT POLICY ALIGNMENT	RCS OUTCOMES	FUNDING	OUTPUTS
<p><b>Flood Study Goulburn and Broken Rivers</b></p> <p>Flood study for the Goulburn and Broken River and its communities to determine the flood risk under current and future climate scenarios.</p>	<ul style="list-style-type: none"> <li>Climate Change and Energy (LOE 1)</li> <li>Customer, Community and Engagement (LOE 2)</li> <li>Resilient and Liveable Cities and Towns (LOE 5)</li> </ul>	<p>The environmental condition of waterways supports environmental, social, cultural and economic values.</p>	<p>No new funding for 2025/26 (\$300k total from the Victorian Government).</p>	<ul style="list-style-type: none"> <li>Publication</li> <li>Information management system</li> </ul>
<p><b>Fast Track Floodplain Mitigation Projects</b></p> <p>Funding to explore flood mitigation options identified in the Regional Floodplain Management Strategy.</p>	<ul style="list-style-type: none"> <li>Customer, Community and Engagement (LOE 2)</li> <li>Resilient and Liveable Cities and Towns (LOE 5)</li> </ul>	<p>The environmental condition of waterways supports environmental, social, cultural and economic values.</p>	<p>No new funding for 2025/26 (\$968k total from 2024/25 to 2026/27) from the Victorian Government.</p>	<ul style="list-style-type: none"> <li>Publication</li> <li>Information Management System</li> </ul>
<p><b>Mid Goulburn River Flood Mitigation Study</b></p> <p>Funding to explore possible mitigation options for the Mid Goulburn River.</p>	<ul style="list-style-type: none"> <li>Climate Change and Energy (LOE 1)</li> <li>Customer, Community and Engagement (LOE 2)</li> <li>Resilient and Liveable Cities and Towns (LOE 5)</li> </ul>	<p>The environmental condition of waterways supports environmental, social, cultural and economic values.</p>	<p>No new funding for 2025/26 (\$321k total from 2024/25 to 2026/27) from the Victorian Government.</p>	<ul style="list-style-type: none"> <li>Publication</li> <li>Information management system</li> </ul>
<p><b>Levees – Flood Readiness and Response Strategies</b></p> <p>Funding to look at categorising levees to aid in future flood response.</p>	<ul style="list-style-type: none"> <li>Customer, Community and Engagement (LOE 2)</li> <li>Resilient and Liveable Cities and Towns (LOE 5)</li> </ul>	<p>The environmental condition of waterways supports environmental, social, cultural and economic values.</p>	<p>No new funds in 2025/26. All funding (\$550k) received up front in 2022/23 through the Victorian Government.</p>	<ul style="list-style-type: none"> <li>Publication</li> <li>Information management system</li> </ul>



PROJECTS	VICTORIAN GOVERNMENT POLICY ALIGNMENT	RCS OUTCOMES	FUNDING	OUTPUTS
<p><b>Waterway Statutory Functions – Floodplain and Waterway Protection</b></p> <p>This project delivers the Goulburn Broken CMA's statutory responsibilities relating to Floodplain Management and Waterway Health as provided for in the <i>Water Act 1989</i>, the <i>Planning and Environment Act 1987</i>, <i>Building Regulations 2018</i>, <i>Subdivisions Act 1988</i>, <i>Mineral Resources (Sustainability Development) Act 1990</i>, CMA Statement of Obligations and other relevant legislation. The overall aim and long-term outcomes of the project are to minimise the growth in flood risk and to protect and enhance waterway health and associated wetland ecosystems.</p>	<ul style="list-style-type: none"> <li>• Climate Change and Energy (LOE 1)</li> <li>• Customer, Community and Engagement (LOE 2)</li> <li>• Resilient and Liveable Cities and Towns (LOE 5)</li> <li>• Waterway and Catchment Health (LOE 9)</li> </ul>	<p>The environmental condition of waterways supports environmental, social, cultural and economic values.</p>	<p><b>\$800k</b> in 2025/26 (\$3.3m total from 2024/25 to 2027/28) from the Victorian Government's Victorian Water Programs Investment Framework (EC6).</p>	<ul style="list-style-type: none"> <li>• Approval and advice</li> <li>• Information management system</li> </ul>
<p><b>Implementing the Regional Floodplain Management Strategy</b></p> <p>The Goulburn Broken CMA has worked with its stakeholders (local councils, VICSES and others) to prepare a Regional Floodplain Management Strategy (RFMS) which contains prioritised actions. The CMA will work with its stakeholders to implement relevant actions through a monitoring and evaluation, review and improvement (MERI) process to inform an ongoing four-year rolling work plan.</p>	<ul style="list-style-type: none"> <li>• Climate Change and Energy (LOE 1)</li> <li>• Customer, Community and Engagement (LOE 2)</li> <li>• Resilient and Liveable Cities and Towns (LOE 5)</li> </ul>	<p>The environmental condition of waterways supports environmental, social, cultural and economic values.</p>	<p><b>\$200k</b> in 2025/26 (\$800k total for 2025/26 to 2027/28) from the Victorian Government's Victorian Water Programs Investment Framework (EC6).</p>	<ul style="list-style-type: none"> <li>• Publication</li> <li>• Information management system</li> </ul>



4.2.2

**SUSTAINABLE IRRIGATION PROGRAM**

**Outcome:** This is an integrated place-based program which mainly implements the Shepparton Irrigation Region Land and Water Management Plan (SIRLWMP).

PROJECTS	VICTORIAN GOVERNMENT POLICY ALIGNMENT	RCS OUTCOMES	FUNDING	OUTPUTS
<p><b>Resilient SIR Communities and SIRLWMP 2050 Implementation</b></p> <p>This project supports the implementation of the Shepparton Irrigation Region Land and Water Management Plan (SIRLWMP) 2050 and community involvement in delivery. The SIRLWMP is newly updated in 2024 following substantial input from the regional community and stakeholders over two years.</p> <p>The SIRLWMP 2050 seeks to reduce the environmental impacts of irrigation, build resilience of the socio-ecological systems, include First Nations aspirations and improve the adaptability of the region to climate change.</p>	<ul style="list-style-type: none"> <li>• Climate Change and Energy (LOE 1)</li> <li>• Customer, Community and Engagement (LOE 2)</li> <li>• Recognise Aboriginal Values (LOE 3)</li> <li>• Resilient and Liveable Cities and Towns (LOE 5)</li> <li>• Leadership, Diversity and Culture (LOE 6)</li> <li>• Performance and Financial Management (LOE 7)</li> <li>• Water for Agriculture (LOE 10)</li> </ul>	<p>Safe, sustainable and productive water resources.</p> <p>Effective community engagement and citizen participation in catchment management.</p> <p>Healthy, sustainable and productive land, water and biodiversity maintained by ICM that is strongly community regionally based and collaborative.</p>	<p><b>\$812k</b> in 2025/26 (\$3.1M total from 2024/25 to 2027/28) from the Victorian Government’s Victorian Water Programs Investment Framework (EC6).</p>	<ul style="list-style-type: none"> <li>• Assessment</li> <li>• Engagement event</li> <li>• Partnership</li> <li>• Plan</li> <li>• Publication</li> </ul>
<p><b>Optimising Water Resources in the SIR</b></p> <p>This project will build Irrigators’ capacity and resilience to adapt to a future with reduced water availability as a result of drought, climate change and water recovery. The project will also minimise potential off-site impacts of irrigation including salinity and water logging, assist to mitigate the risks of non-compliant earthworks, and support Government to meet its obligations under Water for Victoria.</p>	<ul style="list-style-type: none"> <li>• Climate Change and Energy (LOE 1)</li> <li>• Customer, Community and Engagement (LOE 2)</li> <li>• Recognise Aboriginal Values (LOE 3)</li> <li>• Performance and Financial Management (LOE 7)</li> <li>• Water for Agriculture (LOE 10)</li> </ul>	<p>Healthy, sustainable and productive land, water and biodiversity maintained by ICM that is strongly community regionally based and collaborative.</p>	<p><b>\$165k</b> in 2025/26 (total\$735k total from 2024/25 to 2027/28) from the Victorian Government’s Victorian Water Programs Investment Framework (EC6).</p>	<ul style="list-style-type: none"> <li>• Assessment</li> <li>• Engagement event</li> <li>• Plan</li> <li>• Publication</li> </ul>



PROJECTS	VICTORIAN GOVERNMENT POLICY ALIGNMENT	RCS OUTCOMES	FUNDING	OUTPUTS
<p><b>Basin Salinity Management in the SIR</b></p> <p>This project will sustainably monitor water quality and watertable levels in the SIR, ensuring continuation of the program's successful salinity management, meeting the statutory requirements and ensuring data integrity for informed decision-making.</p> <p>Ongoing adaptive management and responses to emerging risks, supporting regional stakeholders and meeting regulatory obligations in a changing environment.</p>	<ul style="list-style-type: none"> <li>• Customer, Community and Engagement (LOE 2)</li> <li>• Performance and Financial Management (LOE 7)</li> <li>• Water for Agriculture (LOE 10)</li> </ul>	<p>Safe, sustainable and productive water resources.</p>	<p><b>\$520k</b> in 2025/26 (total \$2.09M from 2024/25 to 2027/28) from the Victorian Government's Victorian Water Programs Investment Framework (EC6).</p>	<ul style="list-style-type: none"> <li>• Assessment</li> <li>• Engagement event</li> <li>• Partnership</li> <li>• Publication</li> </ul>
<p><b>Enhancing Environmental Resilience: SIR Drainage Management Program</b></p> <p>This project will implement the SIR Drainage Management Program.</p> <p>The project will prioritise Drainage Course Declaration (DCD) implementation, removing flow obstructions to mitigate salinity and waterlogging whilst enhancing the environmental sustainability in the region.</p>	<ul style="list-style-type: none"> <li>• Climate Change and Energy (LOE 1)</li> <li>• Customer, Community and Engagement (LOE 2)</li> <li>• Recognise Aboriginal Values (LOE 3)</li> <li>• Performance and Financial Management (LOE 7)</li> <li>• Water for Agriculture (LOE 10)</li> </ul>	<p>Safe, sustainable and productive water resources.</p> <p>Effective community engagement and citizen participation in catchment management.</p>	<p><b>\$1.45m</b> in 2025/26 (\$4M total from 2024/25 to 2027/28) from the Victorian Government's Victorian Water Programs Investment Framework (EC6).</p>	<ul style="list-style-type: none"> <li>• Assessment</li> <li>• Waterway flow regulation</li> <li>• Engagement event</li> <li>• Partnership</li> <li>• Publication</li> </ul>





4.2.3

**RIVER & WETLAND HEALTH PROGRAM**

**Outcome:** This program seeks to ensure healthy and resilient rivers, wetlands, floodplains and adjacent land that provides for our social, economic and cultural values.

PROJECTS	VICTORIAN GOVERNMENT POLICY ALIGNMENT	RCS OUTCOMES	FUNDING	OUTPUTS
<p><b>Goulburn Broken River and Wetland Health Program Management</b></p> <p>This program will continue to implement and support statutory functions under the <i>Water Act 1989</i> and the Statement of Obligations (SoO) specific to "Caretaker of River Health" (SOO 7.1k), to the level funded. The program provides for management of the Goulburn Broken River and Wetland Health Program. It also supports (along with other anticipated EC6 funding) a regional presence to respond to community, agency and media enquiries, requests for information and advice relating to waterway health and management. The program will specifically support and focus on renewing the Goulburn Broken Regional Waterway Strategy during 2025/26.</p>	<ul style="list-style-type: none"> <li>• Climate Change and Energy (LOE 1)</li> <li>• Customer, Community and Engagement (LOE 2)</li> <li>• Water and Catchment Health (LOE 9)</li> </ul>	<p>Safe, sustainable and productive water resources.</p> <p>The environmental condition of waterways supports environmental, social, cultural and economic values.</p>	<p><b>\$438k</b> in 2025/26 (\$1.7m total from 2024/25 to 2027/28) from the Victorian Governments Water Programs Investment Framework (EC6).</p>	<ul style="list-style-type: none"> <li>• Monitoring structure</li> <li>• Partnership</li> </ul>
<p><b>Barmah Ramsar Site Management</b></p> <p>This project will provide planning and co-ordination activities required to maintain the ecological character of the Barmah Forest Ramsar Site. Specifically, the project will provide liaison between the Ramsar Statewide Coordinator, the Goulburn Broken CMA and the Ramsar Site manager (Parks Victoria) to develop funding proposals as determined by a prioritised annual action plan, implement management and research projects, and maintain a MERI database in accordance with the Barmah Ramsar Site Management Plan and MERI Framework.</p>	<ul style="list-style-type: none"> <li>• Climate Change and Energy (LOE 1)</li> <li>• Customer, Community and Engagement (LOE 2)</li> <li>• Recognise Aboriginal Values (LOE 3)</li> <li>• Water and Catchment Health (LOE 9)</li> </ul>	<p>The environmental condition of waterways supports environmental, social, cultural and economic values.</p>	<p><b>\$396k</b> in 2025/26 (\$1.2m total from 2024/25 to 2027/28) from the Victorian Governments Water Programs Investment Framework (EC6).</p>	<ul style="list-style-type: none"> <li>• Assessment</li> <li>• Engagement event</li> <li>• Grazing</li> <li>• Information management system</li> <li>• Plan</li> <li>• Threatened species response</li> <li>• Weed control</li> </ul>



PROJECTS	VICTORIAN GOVERNMENT POLICY ALIGNMENT	RCS OUTCOMES	FUNDING	OUTPUTS
<p><b>Waterway Investment Southern Uplands (Taungurung Country)</b></p> <p>In this project Goulburn Broken CMA will continue to work with community groups, land managers and Traditional Owners to deliver waterway health improvement and maintenance works on priority streams and their tributaries in the southern Goulburn Broken catchment (Taungurung Country), in line with current and emerging Goulburn Broken Regional Waterway Strategy (RWS) actions, GB CMA's Statement of Obligations and the Minister's annual Letter of Expectations to the CMA.</p>	<ul style="list-style-type: none"> <li>• Climate Change and Energy (LOE 1)</li> <li>• Customer, Community and Engagement (LOE 2)</li> <li>• Recognise Aboriginal Values (LOE 3)</li> <li>• Recognise recreational values (LOE 4)</li> <li>• Resilient and liveable cities and towns LOE 5)</li> <li>• Water and Catchment Health (LOE 9)</li> </ul>	<p>Safe, sustainable and productive water resources.</p> <p>The environmental condition of waterways supports environmental, social, cultural and economic values.</p>	<p><b>\$765k</b> in 2025/26 (\$2.1m total from 2024/25 to 2027/28) from the Victorian Governments Water Programs Investment Framework (EC6).</p>	<ul style="list-style-type: none"> <li>• Engagement event</li> <li>• Fence</li> <li>• Management agreement</li> <li>• Partnership</li> <li>• Vegetation</li> <li>• Water storage</li> <li>• Waterway structure</li> <li>• Weed control</li> </ul>
<p><b>Waterway Investment Northern Plains (Yorta Yorta Country)</b></p> <p>In this project Goulburn Broken CMA will continue to work with community groups, land managers and Traditional Owners to deliver waterway health improvement and maintenance works on priority streams and their tributaries in the northern Goulburn Broken catchment (Yorta Yorta Country), in line with current and emerging Goulburn Broken Regional Waterway Strategy (RWS) actions, GB CMA's Statement of Obligations and the Minister's annual Letter of Expectations to the CMA.</p>	<ul style="list-style-type: none"> <li>• Climate Change and Energy (LOE 1)</li> <li>• Customer, Community and Engagement (LOE 2)</li> <li>• Recognise Aboriginal Values (LOE 3)</li> <li>• Recognise recreational values (LOE 4)</li> <li>• Resilient and liveable cities and towns LOE 5)</li> <li>• Water and Catchment Health (LOE 9)</li> </ul>	<p>Safe, sustainable and productive water resources.</p> <p>The environmental condition of waterways supports environmental, social, cultural and economic values.</p>	<p><b>\$515k</b> in 2025/26 (\$1.26m total from 2024/25 to 2027/28) from the Victorian Governments Water Programs Investment Framework (EC6).</p>	<ul style="list-style-type: none"> <li>• Assessment</li> <li>• Engagement event</li> <li>• Management agreement</li> <li>• Vegetation</li> <li>• Weed control</li> <li>• Waterway structure</li> </ul>



PROJECTS	VICTORIAN GOVERNMENT POLICY ALIGNMENT	RCS OUTCOMES	FUNDING	OUTPUTS
<p><b>“Walking Together with Waring” – The Goulburn Flagship project</b></p> <p>This project will see Goulburn Broken CMA continue to build its partnership with TLaWC and extend on EC5 achievements which were a shared Walking with Waring statement, program logic and a partnering plan describing how the partners commit to working together for Healing and Caring for the Waring Waterscape. The project will see shared planning and delivery of onground place-based, bio culturally focused activities aim at improving knowledge of and healing Waring (the mid Goulburn River).</p>	<ul style="list-style-type: none"> <li>• Climate Change and Energy (LOE 1)</li> <li>• Customer, Community and Engagement (LOE 2)</li> <li>• Recognise Aboriginal Values (LOE 3)</li> <li>• Water and Catchment Health (LOE 9)</li> </ul>	<p>Safe, sustainable and productive water resources.</p> <p>The environmental condition of waterways supports environmental, social, cultural and economic values.</p>	<p><b>\$290k</b> in 2025/26 (\$970k total from 2024/25 to 2027/28) from the Victorian Governments Water Programs Investment Framework (EC6).</p>	<ul style="list-style-type: none"> <li>• Fence</li> <li>• Management agreement</li> <li>• Plan</li> <li>• Vegetation</li> <li>• Weed control</li> <li>• Partnership</li> <li>• Engagement event</li> </ul>
<p><b>Strathbogie Streams Flagship project</b></p> <p>The Strathbogie Streams Flagship project builds on earlier iterations of this Flagship Waterway project delivered through EC4/ EC5 programs. The project will remain focused on increasing landholder, Traditional Owner and wider community involvement in improving riparian and in-stream condition as well as monitoring activities supporting threatened species recovery on Hughes and Seven Creeks and their tributaries within the Strathbogie Ranges. This project will continue to contribute to assess Macquarie Perch populations within our catchment, contribute to whole of population recovery actions and inform our renewed Regional Waterway Strategy development.</p>	<ul style="list-style-type: none"> <li>• Climate Change and Energy (LOE 1)</li> <li>• Customer, Community and Engagement (LOE 2)</li> <li>• Recognise Aboriginal Values (LOE 3)</li> <li>• Water and Catchment Health (LOE 9)</li> </ul>	<p>The environmental condition of waterways supports environmental, social, cultural and economic values.</p>	<p><b>\$241k</b> in 2025/26 (\$757k total from 2024/25 to 2027/28) from the Victorian Governments Water Programs Investment Framework (EC6).</p>	<ul style="list-style-type: none"> <li>• Assessment</li> <li>• Engagement event</li> <li>• Fence</li> <li>• Management agreement</li> <li>• Plan</li> <li>• Publication</li> <li>• Vegetation</li> <li>• Waterway structure</li> <li>• Weed control</li> </ul>



PROJECTS	VICTORIAN GOVERNMENT POLICY ALIGNMENT	RCS OUTCOMES	FUNDING	OUTPUTS
<p><b>Environmental Water Management</b></p> <p>Environmental water management is a statutory role of the Goulburn Broken CMA as described in the <i>Water Act (1989)</i> and is a priority of the Victorian Waterway Management Program. The Goulburn Broken CMA's environmental water program aims to protect and improve waterway health through the efficient, effective and improved management and delivery of environmental water in the region and connected downstream systems.</p>	<ul style="list-style-type: none"> <li>• Climate Change and Energy (LOE 1)</li> <li>• Customer, Community and Engagement (LOE 2)</li> <li>• Recognise Aboriginal Values (LOE 3)</li> <li>• Waterway and catchment health (LOE 9)</li> </ul>	<p>The environmental condition of waterways supports environmental, social, cultural and economic values.</p>	<p><b>\$1.02m</b> in 2025/26 (\$4.1m total from 2024/25 to 2027/28) from the Victorian Governments Water Programs Investment Framework (EC6).</p>	<ul style="list-style-type: none"> <li>• Engagement event</li> <li>• Plan</li> </ul>
<p><b>Enhanced Environmental Water Delivery – Stage 2<sup>1</sup></b></p> <p>The Enhanced Environmental Water Delivery (EEWD) Project is a joint project with New South Wales and South Australia.</p> <p>The project aims to improve environmental water delivery outcomes in the Southern Connected Basin through a suite of measures that enable more efficient and effective use of environmental water portfolios.</p> <p>The focus of this stage will be to build on Stage 1B to develop and refine a Goulburn River operational model and its configuration in a pre-existing river operations system, as well as ewater decision support tool development.</p>	<ul style="list-style-type: none"> <li>• Climate Change and Energy (LOE 1)</li> <li>• Customer, Community and Engagement (LOE 2)</li> <li>• Recognise Aboriginal Values (LOE 3)</li> <li>• Waterway and catchment health (LOE 9)</li> </ul>	<p>The environmental condition of waterways supports environmental, social, cultural and economic values.</p>	<p>Expected Victorian Government funding up to \$800k (to Dec 2026).</p>	<ul style="list-style-type: none"> <li>• Publication</li> <li>• Management system</li> </ul>
<p><b>Goulburn River Flow-MER 2.0</b></p> <p>Funding is provided to the Goulburn Broken CMA to provide technical input into the design and delivery of environmental monitoring activities to assess ecological responses to environmental water management in the Goulburn River. The Goulburn Broken CMA is also responsible for project communication and engagement.</p>	<ul style="list-style-type: none"> <li>• Climate Change and Energy (LOE 1)</li> <li>• Customer, Community and Engagement (LOE 2)</li> <li>• Recognise Aboriginal Values (LOE 3)</li> <li>• Waterway and catchment health (LOE 9)</li> </ul>	<p>The environmental condition of waterways supports environmental, social, cultural and economic values.</p>	<p><b>\$30k</b> in 2025/26 (\$100k total from 2024/25 to 2027/28) from the Commonwealth Government.</p>	<ul style="list-style-type: none"> <li>• Publication</li> <li>• Engagement event</li> <li>• Assessment</li> </ul>



PROJECTS	VICTORIAN GOVERNMENT POLICY ALIGNMENT	RCS OUTCOMES	FUNDING	OUTPUTS
<p><b>Goulburn to Murray Trade Review Research and Investment 24/25 – 27/28</b></p> <p>Funding is provided to the Goulburn Broken Catchment Management Authority to continue to oversee and engage resources in the delivery of environmental monitoring, research and investigation activities to inform the review of interim operating rules for the Goulburn River.</p>	<ul style="list-style-type: none"> <li>• Climate Change and Energy (LOE 1)</li> <li>• Customer, Community and Engagement (LOE 2)</li> <li>• Recognise Aboriginal Values (LOE 3)</li> <li>• Waterway and catchment health (LOE 9)</li> </ul>	<p>The environmental condition of waterways supports environmental, social, cultural and economic values.</p>	<p><b>\$470k</b> for 2025/26 (\$1.4m total from 2024/25 to 2027/28) from the Victorian Government.</p>	<ul style="list-style-type: none"> <li>• Assessment</li> <li>• Plan</li> <li>• Publication</li> </ul>
<p><b>Hughes Creek Macquarie Perch Population Resilience</b></p> <p>This project aims to re-establish habitat connectivity within a stronghold reach of the threatened Macquarie Perch, continuing trials to establish instream vegetation for sediment management and install small wood for detritus capture.</p>	<ul style="list-style-type: none"> <li>• Climate Change and Energy (LOE 1)</li> <li>• Customer, Community and Engagement (LOE 2)</li> <li>• Recognise Aboriginal Values (LOE 3)</li> <li>• Waterway and catchment health (LOE 9)</li> </ul>	<p>The environmental condition of waterways supports environmental, social, cultural and economic values.</p>	<p><b>\$18k</b> in 2025/26 (\$181k total from 2024/25 to 2025/26) from Victorian Fisheries Authority.</p>	<ul style="list-style-type: none"> <li>• Waterway Structure</li> <li>• Engagement Event</li> <li>• Vegetation</li> <li>• Assessment</li> <li>• Publication</li> </ul>
<p><b>Summer 2023-24 Storm and Flood Recovery</b></p> <p>Funding is provided to the Goulburn Broken CMA to undertake flood recovery activities relating to waterway health impacts caused by the flood and storm events, which occurred in the summer of 2023/24. This project will be completed by 30 June 2026.</p>	<ul style="list-style-type: none"> <li>• Climate Change and Energy (LOE 1)</li> <li>• Customer, Community and Engagement (LOE 2)</li> <li>• Resilient and Liveable Cities and Towns (LOE 5)</li> <li>• Waterway and catchment health (LOE 9)</li> </ul>	<p>The environmental condition of waterways supports environmental, social, cultural and economic values. Safe, sustainable and productive water resources.</p>	<p><b>\$895k</b> total from 2024/25 to 2025/26 from Victorian and Commonwealth funding.</p>	<ul style="list-style-type: none"> <li>• Water Storage</li> <li>• Waterway Structure</li> <li>• Fence</li> <li>• Vegetation</li> <li>• Weed Control</li> <li>• Earth Works</li> <li>• Rubbish Removal</li> <li>• Management Agreement</li> <li>• Assessment</li> <li>• Engagement Event</li> <li>• Partnership</li> </ul>



PROJECTS	VICTORIAN GOVERNMENT POLICY ALIGNMENT	RCS OUTCOMES	FUNDING	OUTPUTS
<p><b>The Urban Rivers Platypus Recovery Initiative (The Platyp Patch)</b></p> <p>Funding is provided to Goulburn Broken CMA as part of a major statewide urban waterway protection and restoration project aimed at improving streambank and aquatic habitats critical for Platypus and threatened species. The project will focus on the Goulburn River, Broken River and Seven Creeks in Shepparton.</p>	<ul style="list-style-type: none"> <li>• Climate Change and Energy (LOE 1)</li> <li>• Customer, Community and Engagement (LOE 2)</li> <li>• Recognise Aboriginal Values (LOE 3)</li> <li>• Waterway and catchment health (LOE 9)</li> </ul>	<p>The environmental condition of waterways supports environmental, social, cultural and economic values.</p>	<p><b>\$100k</b> in 2025/26 (\$320k total from 2024/25 to 2027/28) from the Victorian Government.</p>	<ul style="list-style-type: none"> <li>• Waterway Structure</li> <li>• Vegetation</li> <li>• Weed Control</li> <li>• Rubbish Removal</li> <li>• Management Agreement</li> <li>• Assessment</li> <li>• Engagement Event</li> <li>• Partnership</li> </ul>
<p><b>Barmah Forest TLM</b></p> <p>The funding is to continue to implement the following activities at the Barmah Forest Icon Site under The Living Murray (TLM) Program:</p> <ul style="list-style-type: none"> <li>• Icon Site Management (including Communicating with impact)</li> <li>• Icon Site Condition Monitoring</li> <li>• Icon Site Intervention Monitoring</li> </ul> <p>The Living Murray (TLM) program was established in 2002 to improve the health of six important 'icon sites' along the river by increasing the flow of environmental water to benefit the plants, animals and communities that the River supports.</p>	<ul style="list-style-type: none"> <li>• Climate Change and Energy (LOE 1)</li> <li>• Customer, Community and Engagement (LOE 2)</li> <li>• Recognise Aboriginal Values (LOE 3)</li> <li>• Waterway and catchment health (LOE 9)</li> </ul>	<p>The environmental condition of waterways supports environmental, social, cultural and economic values.</p>	<p><b>\$653k</b> total in 2025/26 from the Victorian Government.</p>	<ul style="list-style-type: none"> <li>• Publication</li> <li>• Engagement event</li> <li>• Assessment</li> </ul>

<sup>1</sup> Indicative only and project not yet approved.





4.2.4

**BIODIVERSITY LAND HEALTH & LANDCARE PROGRAM**

**Outcome:** 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.

PROJECTS	VICTORIAN GOVERNMENT POLICY ALIGNMENT	RCS OUTCOMES	FUNDING	OUTPUTS
<p><b>Victorian Landcare Grants 2025</b></p> <p>Funding for the Victorian Landcare Grants in the region on behalf of the Victorian Government.</p>	<ul style="list-style-type: none"> <li>Climate Change and Energy (LOE 1)</li> <li>Customer, Community and Engagement (LOE 2)</li> </ul>	<p>Effective community engagement and citizen participation in catchment management.</p> <p>Healthy, sustainable and productive land, water and biodiversity maintained by ICM that is strongly community, regionally based and collaborative.</p>	<p><b>\$337k</b> for 2025/26.</p>	<ul style="list-style-type: none"> <li>Revegetation</li> <li>Fencing</li> <li>Weed control</li> <li>Engagement</li> <li>Events</li> <li>Publication</li> </ul>
<p><b>Regional Landcare Coordination - 2025/26<sup>1</sup></b></p> <p>Employment of a Regional Landcare Coordinator.</p>	<ul style="list-style-type: none"> <li>Climate Change and Energy (LOE 1)</li> <li>Customer, Community and Engagement (LOE 2)</li> </ul>	<p>Effective community engagement and citizen participation in catchment management.</p> <p>Healthy, sustainable and productive land, water and biodiversity maintained by ICM that is strongly community regionally based and collaborative.</p>	<p><b>Estimate \$175k</b> plus \$12K training.</p>	<ul style="list-style-type: none"> <li>Partnership</li> <li>Publication</li> </ul>
<p><b>Natural Heritage Trust Climate Smart Agriculture Program</b></p> <p>Project is directed towards implementing engagement with agricultural community regarding climate smart agriculture.</p>	<ul style="list-style-type: none"> <li>Climate Change and Energy (LOE 1)</li> <li>Customer, Community and Engagement (LOE 2)</li> </ul>	<p>Effective community engagement and citizen participation in catchment management.</p>	<p><b>\$536k</b> from the Commonwealth Government</p>	<ul style="list-style-type: none"> <li>Revegetation</li> <li>Engagement</li> <li>Identifying sites</li> <li>Publication</li> </ul>



PROJECTS	VICTORIAN GOVERNMENT POLICY ALIGNMENT	RCS OUTCOMES	FUNDING	OUTPUTS
<p><b>Our Catchments, Our Communities</b></p> <p>This project aims to increase the area of catchment stewardship; promote more regional stakeholders being connected, capable, empowered and self-directed to act to improve catchment stewardship; and increase Traditional Owner voices in planning, decision-making and on-ground actions.</p>	<ul style="list-style-type: none"> <li>Climate Change and Energy (LOE 1)</li> <li>Customer, Community and Engagement (LOE 2)</li> <li>Recognise Aboriginal Values (LOE 3)</li> </ul>	<p>Healthy, sustainable and productive land, water and biodiversity maintained by ICM that is strongly community regionally based and collaborative.</p> <p>Effective community engagement and citizen participation in catchment management.</p>	<p><b>\$353k</b> in 2025/26 (\$1.4M total from 2024/25 to 2027/28) from the Victorian Government's Victorian Water Programs Investment Framework (EC6).</p>	<ul style="list-style-type: none"> <li>Assessment (cultural, flora and fauna surveys)</li> <li>Cultural burning</li> <li>Revegetation</li> <li>Fencing</li> <li>Weed control</li> <li>Engagement event</li> </ul>
<p><b>Landscape Legacies – Restoring Grey Box Grassy Woodland</b></p> <p>This project will implement actions to manage and restore the Grey Box (<i>Eucalyptus microcarpa</i>) Grassy Woodlands and Derived Native Grasslands of South-eastern Australia ecological community consistent with approved conservation advice.</p>	<ul style="list-style-type: none"> <li>Climate Change and Energy (LOE 1)</li> <li>Customer, Community and Engagement (LOE 2)</li> <li>Recognise Aboriginal Values (LOE 3)</li> </ul>	<p>Healthy, sustainable and productive land, water and biodiversity maintained by ICM that is strongly community regionally based and collaborative.</p>	<p><b>\$825k</b> in 2025/26 from Australian Government's Natural Heritage Trust.</p>	<ul style="list-style-type: none"> <li>Flora survey</li> <li>Fauna survey</li> <li>Fencing</li> <li>Identifying sites</li> <li>Revegetation</li> <li>Seed collection</li> <li>Engagement</li> <li>Weed control</li> <li>Fire management</li> <li>Weed survey</li> <li>Skills survey</li> </ul>
<p><b>Barmah Country – Working with First Nations in the Barmah cultural landscape</b></p> <p>Ecological research and on-ground works implementation.</p>	<ul style="list-style-type: none"> <li>Climate Change and Energy (LOE 1)</li> <li>Customer, Community and Engagement (LOE 2)</li> <li>Recognise Aboriginal Values (LOE 3)</li> </ul>	<p>Healthy, sustainable and productive land, water and biodiversity maintained by ICM that is strongly community regionally based and collaborative.</p>	<p><b>\$426k</b> in 2025/26 from Australian Government's Natural Heritage Trust.</p>	<ul style="list-style-type: none"> <li>Pest animal control</li> <li>Engagement</li> <li>Pest animal survey</li> <li>Fauna survey</li> <li>Weed survey</li> <li>Weed control</li> <li>Skills survey</li> <li>Synthesising data</li> </ul>
<p><b>Regional Capacity Services</b></p> <p>The overarching project enabling coordination and administration of delivery of our Regional Delivery Partner role.</p>	<ul style="list-style-type: none"> <li>Climate Change and Energy (LOE 1)</li> <li>Customer, Community and Engagement (LOE 2)</li> <li>Recognise Aboriginal Values (LOE 3)</li> <li>Performance and Financial Management (LOE 7)</li> </ul>	<p>Healthy, sustainable and productive land, water and biodiversity maintained by ICM that is strongly community regionally based and collaborative.</p>	<p><b>\$342k</b> in 2025/26 from Australian Government's Natural Heritage Trust.</p>	<ul style="list-style-type: none"> <li>Publication</li> </ul>



PROJECTS	VICTORIAN GOVERNMENT POLICY ALIGNMENT	RCS OUTCOMES	FUNDING	OUTPUTS
<p><b>Sustainable Agriculture Facilitator</b></p> <p>This role provides a designated, central point of contact for farmers, landholders, industry, and community groups to support the adoption of sustainable, climate-smart agriculture practices.</p>	<ul style="list-style-type: none"> <li>• Climate Change and Energy (LOE 1)</li> <li>• Customer, Community and Engagement (LOE 2)</li> </ul>	<p>Healthy, sustainable and productive land, water and biodiversity maintained by ICM that is strongly community regionally based and collaborative.</p> <p>Effective community engagement and citizen participation in catchment management.</p>	<p><b>\$146k</b> in 2025/26 from Australian Government's Natural Heritage Trust.</p>	<ul style="list-style-type: none"> <li>• FTE employed</li> </ul>
<p><b>Goulburn Drought Resilience Plan Implementation</b></p> <p>Coordination of the Goulburn Drought Resilience Plan implementation.</p>	<ul style="list-style-type: none"> <li>• Climate Change and Energy (LOE 1)</li> <li>• Customer, Community and Engagement (LOE 2)</li> <li>• Recognise Aboriginal Values (LOE 3)</li> <li>• Resilient and Liveable Cities and Towns (LOE 5)</li> </ul>	<p>Healthy, sustainable and productive land, water and biodiversity maintained by ICM that is strongly community regionally based and collaborative.</p> <p>Effective community engagement and citizen participation in catchment management.</p>	<p><b>\$380k</b> across 2 years for 2024/2025 and 2025/26 via the Australian Governments Future Drought Fund.</p>	<ul style="list-style-type: none"> <li>• Plan</li> </ul>

<sup>1</sup> Indicative only and project not yet approved.





4.2.5

### CORPORATE AND BUSINESS SERVICES PROGRAM

**Outcome:** This program seeks to enable the achievement of catchment objectives by supporting CMA employees and Board, partners, community groups and the broader catchment community to participate successfully and safely in natural resource activities facilitated through the CMA.

PROJECTS	VICTORIAN GOVERNMENT POLICY ALIGNMENT	RCS OUTCOMES	FUNDING	OUTPUTS
<p><b>Catchment and Land Protection Act (1994) Corporate and Statutory Funding</b></p> <p>Performance of corporate activities under specific clauses of the <i>Catchment and Land Protection Act (1994)</i> Statement of Obligations relating to governance, community engagement, integrated regional planning and coordination, and compliance.</p>	<ul style="list-style-type: none"> <li>Performance and Financial Management (LOE 7)</li> </ul>	N/A	\$668k for 2025/26 through the Victorian Government's Victorian Water Programs Investment Framework (EC6).	<ul style="list-style-type: none"> <li>Annual Report</li> <li>Corporate Plan</li> </ul>





4.2.6

**STRATEGY AND ENGAGEMENT PROGRAM**

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

PROJECTS	VICTORIAN GOVERNMENT POLICY ALIGNMENT	RCS OUTCOMES	FUNDING	OUTPUTS
<p><b>Nurturing resilience: strengthening regional partnerships (Regional Catchment Strategy)</b></p> <p>This project aims to increase the area of Catchment stewardship aligned to priorities in the Regional Catchment Strategy; promote more regional stakeholders being connected, capable, empowered and self-directed to act to improve catchment stewardship; and increase Traditional Owner voices in planning, decision-making and on-ground actions.</p>	<ul style="list-style-type: none"> <li>Climate Change and Energy (LOE 1)</li> <li>Customer, Community and Engagement (LOE 2)</li> <li>Recognise Aboriginal Values (LOE 3)</li> </ul>	<p>Healthy, sustainable and productive land, water and biodiversity maintained by ICM that is strongly community regionally based and collaborative.</p> <p>Effective community engagement and citizen participation in catchment management.</p>	<p><b>\$92k</b> in 2025/26 (\$464K total from 2024-25 to 2027-28) from the Victorian Government's Victorian Water Programs Investment Framework (EC6).</p>	<ul style="list-style-type: none"> <li>Partnership</li> <li>Publication</li> </ul>
<p><b>Climate change coordinator</b></p> <p>Funding for the CMA State-wide climate change coordinator to undertake tasks as outlined in the State-wide climate change workplan.</p>	<ul style="list-style-type: none"> <li>Climate Change and Energy (LOE 1)</li> </ul>	<p>Healthy, sustainable and productive land, water and biodiversity maintained by ICM that is strongly community regionally based and collaborative.</p>	<p><b>\$90k</b> in 2025/26 (\$360k total from 2024/25 to 2027/28) from the Victorian Government.</p>	<ul style="list-style-type: none"> <li>Partnership</li> <li>Plan</li> </ul>
<p><b>Victorian CMA Water Cycle Adaption Action Program</b></p> <p>DEECA is committing funds to progress CMA initiatives which support water cycle adaptation outcomes in Victoria. This program has been designed to improve the resilience of Victoria's water cycle system to the impacts of climate change by supporting the delivery of catchment management adaptation initiatives that support water cycle outcomes. The program will deliver key objectives of the Victorian Water Cycle Adaptation Action Plan 2022-26 (WCAAP).</p>	<ul style="list-style-type: none"> <li>Climate Change and Energy (LOE 1)</li> </ul>	<p>Healthy, sustainable and productive land, water and biodiversity maintained by ICM that is strongly community regionally based and collaborative.</p>	<p>No new funds in 2025/26. All funding (\$1.638M) received up front in 2023/24 through the Victorian Government.</p>	<ul style="list-style-type: none"> <li>Employ Officer</li> <li>Identify 5-10 projects</li> <li>Publication</li> </ul>



PROJECTS	VICTORIAN GOVERNMENT POLICY ALIGNMENT	RCS OUTCOMES	FUNDING	OUTPUTS
<p><b>State climate change and biodiversity outcomes support</b></p> <p>Funding to complement the climate change coordinator funding to successfully link policy and plans to outcomes on the ground for catchment resilience and health.</p>	<ul style="list-style-type: none"> <li>Climate Change and Energy (LOE 1)</li> </ul>	<p>Healthy, sustainable and productive land, water and biodiversity maintained by ICM that is strongly community regionally based and collaborative.</p>	<p>No new funds in 2025/26. All funding (\$100k) received in prior years through the Victorian Government.</p>	<ul style="list-style-type: none"> <li>Assessments (Map initiatives, linkages and barriers in natural capital and nature market)</li> </ul>
<p><b>Vic CMA's Natural Capital Project</b></p> <p>Funding to design, develop and promote the resilience and opportunities to invest in Victoria's natural capital and participate in the emerging nature capital and nature markets fields.</p>	<ul style="list-style-type: none"> <li>Climate Change and Energy (LOE 1)</li> </ul>	<p>Healthy, sustainable and productive land, water and biodiversity maintained by ICM that is strongly community regionally based and collaborative.</p>	<p>No new funds in 2025/26. Contract extended to end 30/08/2025.</p>	<ul style="list-style-type: none"> <li>Publication</li> </ul>



4.3

## Responding to the Minister’s expectations – priority policy areas

The Goulburn Broken CMA will work with the Department of Energy, Environment and Climate Action (DEECA), the Goulburn Broken catchment community and our partners to deliver on the nine priority government policy areas for the Goulburn Broken CMA in 2025/26. The priority areas, and the Goulburn Broken CMA’s response, is outlined in the table below.

VICTORIAN GOVERNMENT PRIORITY POLICY AREAS AND INDICATORS	GOULBURN BROKEN CMA CONTRIBUTION TO THE PRIORITY AREAS
<p><b>1. Climate Change and Energy (LOE 1)</b> Explore opportunities and/or deliver carbon sequestration initiatives and adapt to climate change and climate variability</p>	
<p><b>INDICATORS</b></p> <p>Explore opportunities and/or deliver initiatives to:</p> <ul style="list-style-type: none"> <li>• sequester carbon and generate carbon offset credits, and</li> <li>• adapt to climate change and climate variability.</li> </ul>	<p>The Goulburn Broken CMA will:</p> <ul style="list-style-type: none"> <li>• Manage the state-wide Vic Catchments climate change coordinator, contributing to the collective efforts of CMAs to address climate change through a suite of initiatives linked to national and state policy and priorities.</li> <li>• On behalf of Vic Catchments, deliver the statewide Vic Catchments Water Cycle Adaptation Plan Project designed to improve the resilience of Victoria’s water cycle system to the impacts of climate change.</li> <li>• Goulburn Broken CMA achieved carbon neutrality for Scope 1 and 2 emissions in 2025 and will seek to maintain and pursue Net Zero for Scope 1, 2 and 3 by end of 2030.</li> <li>• On behalf of Vic Catchments, deliver the statewide Natural Capital Project designed to develop and promote the resilience and opportunities to invest in Victoria’s natural capital and participate in the emerging nature capital and nature markets fields.</li> <li>• Continue to work with water corporations to activate the newly developed state-wide co-investment framework to support water corporations and other agency Net-Zero targets.</li> <li>• Work with DECCA to explore other initiatives and opportunities to promote carbon/ biodiversity/ natural capital markets within the community, private sector and government agencies within the catchment.</li> <li>• Through our Sustainable Agricultural Facilitator work with farmers to educate and link them to natural capital, carbon and nature market opportunities.</li> <li>• Deliver to the federal government the Carbon Outreach project specifically targeting agricultural land managers.</li> <li>• Work with the One Basin CRC to elicit community values and priorities for waterways and to bring climate considerations into the development of the Regional Waterway Strategy.</li> <li>• Collaborate with Climateworks Centre, Deakin University and North East CMA to model and improve regional decision making on climate change adaptation priorities.</li> <li>• Progress actions to support the Goulburn Broken CMA’s Net-Zero ambitions. This will include working with partners and community to develop carbon/biodiversity abatement programs, source renewable energy sources and the trial use of electric vehicles.</li> <li>• Continue to use the latest science and information to integrate climate considerations into all programs, including considering climate change projections in project and plan development (for example in the renewal of Regional Waterway Strategy).</li> <li>• Through the implementation of the RCS, continue to support community and stakeholders to deliver to the suite of climate change adaptation actions.</li> <li>• Continue to support broader climate change adaptation and mitigation through our membership of the Goulburn Murray Climate Alliance.</li> </ul>

## 2. Customer, Community and Engagement (LOE 2)

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

### INDICATORS

- Continue to build extensive, effective and consistent approaches to community engagement and partnerships in regional planning and implementation and to further the objectives of the CaLP Act 1994.
- Work collaboratively with organisations and communities to strengthen engagement approaches and capacity.

The RCS implementation and review will continue to involve extensive community and partner engagement. This engagement has continued through the RCS implementation. The Goulburn Broken CMA has implemented an RCS Pledge process to enable the community to engage and support the implementation of the RCS.

The Goulburn Broken CMA is implementing its Communications and 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 will continue throughout the year, with the CMA having key groups identified for community engagement and partnerships.

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

The new SIRLWMP 2050 has included a new critical attribute of Resilient Community which has set outcomes and actions to support and build regional community resilience and capability. A new community forum (Shepparton Irrigation Region Forum – SIRF) will be established to focus on building new connections within the SIR and work with the community to be actively involved in land and water actions.

Goulburn Broken CMA is working in partnership with One Basin CRC to design and implement participatory and place-based engagement approaches to support its Regional Waterway Strategy renewal process.

Goulburn Broken CMA continues to work with passive recreational values of waterways by supporting important programs such as RiverConnect, Urban Rivers Platypus Recovery Initiative and Landcare.

Program delivery will continue to be community centred.



### 3. Recognise Aboriginal Values (LOE 3)

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

#### INDICATORS

- Provide the number of formal partnership agreements with Traditional Owners/ Traditional Owner Groups.
- Describe the nature of the formal partnership agreements entered into with Traditional Owner Groups.
- Demonstrate how Traditional Owners' aspirations and recommendations have influenced water planning, strategies and management.

The Goulburn Broken CMA will:

- Continue to facilitate regular Consultation Forums with YYNAC and TLaWC respectively with a focus on co-design and implementation of projects that heal country and engage Traditional Owners.
- Continue to explore and implement two-way learning opportunities with a focus on partnership agreements, strategy alignment and development, joint project planning, and service delivery on Country.
- Continue to engage both Registered Aboriginal Parties' NRM works crews 'Woka Walla' and 'BIK Cultural Land Management' to deliver on-ground works on country, through State and Federally funded projects.
- Work with TLaWC towards a formal Partnership Agreement to guide joint efforts, and a renewal of the MOU between Goulburn Broken CMA and YYNAC is underway. Ongoing input into strategy development and review, funding submissions and involvement in the delivery of the Goulburn River Environmental Flow monitoring is occurring with TLaWC. Additionally, TLaWC and Goulburn Broken CMA are continuing to partner and co-design onground place-based, bio culturally focused activities and works aimed at improving knowledge of and healing Waring (the mid Goulburn River).
- TLaWC has identified Corop Cultural Waterscape has a significant landscape with cultural wetland sites and working with partners in the planning and delivery of environmental water to selected sites including Horseshoe Lagoon. The Goulburn Broken CMA is actively supporting the delivery of the TLaWC-led Corop Cultural Waterscape Project through various governance arrangements.
- Continue to play an active role in implementing the Taungurung Recognition and Settlement Agreement, particularly through the Land Use Activity Agreement notification process and review of the Yorta Yorta ACHLMA to consider scope, knowledge and practices.
- Support government policy initiatives such as 'Water is Life' including identifying opportunities and challenges to success, such as environmental watering and other opportunities to increase Traditional Owner management of bio-culturally important places.
- Continue to strengthen partnerships with Traditional Owners and be proactive in our work together and to build the capacity of internal staff to understand and implement our obligations under the *Aboriginal Heritage Act 2006* and the *Traditional Owner Settlement Act 2010*. In 2023 the Goulburn Broken CMA updated its Indigenous Participation Plan and is currently embarking on its third Reconciliation Action Plan.
- Continue to work closely with TLaWC and YYNAC to develop the renewed Goulburn Broken Regional Waterway Strategy. Goulburn Broken CMA will, through its existing partnership arrangements with each organisation, support the capacity for Traditional Owners to make, prioritise and implement self-determined decisions about waterway management on their Country, intended to be reflected as standalone content expressed through the final Strategy.

#### 4. Recognise Recreational Values (LOE 4)

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

##### INDICATORS

- Provide evidence of community engagement processes that identified and considered recreational objectives relating to:
  - waterway health and environmental land
  - water planning and management.
- Provide evidence of actions taken to improve information sources to help recreational users plan their activities.
- Provide evidence of actions taken to collaborate with other organisations and government agencies to explore and progress opportunities to support recreational objectives.

Waterway management in Victoria recognises, and manages for, Environmental, Cultural, Social and Economic values of waterways. This includes identifying recreational values of waterways and reflecting these through outcomes in the Regional Waterways Strategy (RWS).

In 2025/26 the Regional Waterway Strategy renewal process will be well underway and Goulburn Broken CMA will be actively seeking input from holders of such values mentioned above including recreational values.

Goulburn Broken CMA will continue to ensure environmental water planning and management involves active engagement with recreational interest groups. For example, a range of interests, including recreational interests, are represented on the Environmental Watering Advisory Groups.

Recreational anglers will continue to be engaged in and involved in the planning and implementation of on ground in waterway restoration activities such as riparian planting and weed management (e.g. working with organisations such as the Australian Trout Foundation and Native Fish Australia).

Goulburn Broken CMA continues to work with community groups, to promote and foster environmental stewardship and passive recreational values of waterways by supporting important programs such as RiverConnect as well as through urban waterway focused waterway restoration projects such as the Urban Rivers Platypus Recovery Initiative.

Goulburn Broken CMA will also play an active role in promoting and directly supporting initiatives that support environmental, cultural and recreational values, for example collaborating on community events in partnership with the Burnanga Indigenous Fishing Club and the Victorian Fisheries Authority.

#### 5. Resilient and Liveable Cities and Towns (LOE 5)

Contribute to healthy communities and support resilient, sustainable and liveable environments

##### INDICATORS

- Actively participate and promote stakeholder collaboration with other organisations through Integrated Water Management (IWM) Forums, to help facilitate IWM.
- Participate in the preparation and monitoring the implementation of IWM plans, particularly through prioritising measures to enhance waterway values.
- Provide quantitative data to support the narration provided regarding participating in the preparation and monitoring the implementation of IWM plans, particularly through prioritising measures to enhance waterway values.

The Goulburn Broken CMA will:

- Continue to participate in the Goulburn Broken Integrated Water Management Forum.
- Increase its IWM capacity through the addition of a Goulburn Broken CMA dedicated IWM officer role. The new role will actively support delivery of, and identifying of, new collaborative projects and strategic integration opportunities for consideration in the Goulburn Broken Strategic Directions Statement, such as improving urban-rural interface drainage management and opportunities to expand on/ integrate with community engagement and education programs on urban waterways with local governments (e.g. options to expand the RiverConnect program model).
- Continue to support the RiverConnect program in the Shepparton/ Mooroopna area. This program brings together a range of interest groups to enhance engagement opportunities with the Goulburn and Broken Rivers as they traverse the urban and peri urban landscapes.
- Undertake urban community focused waterway restoration projects such as the Urban Rivers Platypus Recovery Initiative to improve community connection to waterways and important waterway values.
- Engage with communities as part of renewing the Goulburn Broken Regional Waterway Strategy to understand values and priorities relating to urban livability and waterways.
- Continue involvement in the investigations into the Managed Aquifer Recharge projects that are initially aimed at securing water for high risk areas around towns, injecting water into the water table for future use and managing risk of impact and consider perverse outcomes such as increase salinity risk.
- Pursue improvements at the Urban Rural Drainage interface.

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.



**6. Leadership, Diversity and Culture (LOE 6)**  
 Reflect the needs of our diverse communities and develop strategies and goals that will increase cultural diversity in the workforce and gender equity in both executive leadership and throughout the organisation.

<p><b>INDICATORS</b></p> <ul style="list-style-type: none"> <li>• Is a Diversity Inclusion Plan/s published on entity website?</li> <li>• Is a Gender Equality Action Plan published on the entity website?</li> <li>• Percentage of all the staff who complete the VPSC people matter survey.</li> <li>• Summary of Progress against LOE Priority Area Leadership, diversity and Culture.</li> </ul>	<p>The Goulburn Broken CMA has integrated valuable insights from our 2017-2022 Diversity &amp; Inclusion Plan and are compliant with the Gender Equality Act. Our comprehensive approach now encapsulates these elements into a unified 'Our People' Workforce Strategy, ensuring a cohesive and inclusive work environment.</p> <p>The 2017-2022 Diversity and Inclusion Plan will be reviewed and updated and published on the GBCMA website.</p> <p>The Goulburn Broken CMA will continue to implement actions from the Gender Equality Action Plan (2022-2025). This includes finalising a review of recruitment practices and delivering training and awareness program for Respect@Work.</p> <p>The annual People Matter Survey will continue to serve as a critical tool as a yearly snapshot that helps us measure the effectiveness of our workforce strategy actions and make data-driven improvements.</p> <p>Goulburn Broken CMA have a target of 80% completion rate for the 2025 People Matter Survey, an employee engagement index of 70 or above and a reduction in negative behaviours reported.</p> <p>Goulburn Broken CMA will continue to progress the LOE priority area of Leadership, diversity and Culture through the continued review and implementation of its plans and addressing any identified concerns from the People Matters Survey.</p> <p>People Matter Survey 2025 results show continued agreement that age, disability and gender identity is not a barrier to success and people feel culturally safe at work.</p> <p>Particular strategies to support Gender Equality include:</p> <ul style="list-style-type: none"> <li>• The Goulburn Broken CMA will continue to work towards 50% representation of women at leadership and management levels, and to reducing the gender pay gap.</li> <li>• Leadership positions will continue to be advertised with flexible work conditions as a feature to make senior roles more attractive to women.</li> <li>• All higher duties positions will continue to be advertised as part time and with flexible work conditions.</li> </ul>
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## 7. Performance and Financial Management (LOE 7)

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

### INDICATORS

- Provide commentary on strategies undertaken to achieve efficiencies and cost savings.
- Collaborate with DEECA (formerly DELWP) to improve reporting systems and processes.

The Goulburn Broken CMA will:

- Continue as a member of Vic Catchments.
- Continue to be an active member of the Regional Investment Coordinators Group which collaborates with DEECA on reporting processes and systems.
- Continue to align with the State-wide Catchment Indicators as developed through the RCS renewal. The Goulburn Broken RCS Monitoring, Evaluation, Reporting and Learning Plan will help demonstrate the outcomes of the RCS and build understanding of progress as we head into the term review in 2025/26.
- Continue to lead further development of the MS D365 financial system shared across six CMAs with 2025/26 to focus on recommendations from the review of the system and will also continue with reporting development through implementation of MS Data Fabrik and expansion of PowerBI reporting for all six CMAs.
- Explore opportunities for further sharing of services and costs across all CMAs in areas of governance, ICT and HR/OHS which have been identified through a review process. The top three priority areas will result in projects which will commence implementation in 2025/26.
- Invest in business capability development program as a Board priority to support the future capability and operational success of Goulburn Broken CMA. Key benefits identified included the ability to access and mine internal and external data, to leverage the power of AI, and to utilise technology to improve decision making, build greater efficiency and effectiveness, assist in funding opportunities, support greater sharing and access to information for the public and key stakeholders, and support a high-performance organisation.

The Goulburn Broken CMA has established with management and the Board organisational KPIs. Reporting against these KPIs to management and the Board is completed bi-annually and will be included in the Annual Report.

## 8. Waterway and Catchment Health (LOE 9)

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

### INDICATORS

- Coordinate and monitor the implementation of your regional catchment strategy and regional waterway strategy.
- Deliver waterway and integrated catchment management in line with government policies and frameworks.
- Report on Catchment Partnership Agreements for the region in accordance with the Framework for Catchment Partnership Agreements.

The Goulburn Broken CMA will:

- Continue to support implementation of the RCS through a coordination and monitoring program supported by the Goulburn Broken Partnership Team.
- Continue planning and implementation of an EC6 funded river and wetland health program which deliver on outcomes aligned to Regional Waterway Strategy and Water for Victoria policy priorities. This includes supporting key initiatives to improve catchment integration and environmental stewardship within communities such as Waterwatch monitoring in the Strathbogie Ranges and educational and engagement activities delivered by RiverConnect.
- Continue the renewal of the Goulburn Broken Regional Waterway Strategy (RWS), working in partnership with One Basin CRC to develop bespoke place-based and participatory approaches to underpin community engagement.
- Provide input to the finalisation of the Victorian Waterway Management Strategy.
- Continue to deliver against the Goulburn Broken Regional Floodplain Management Strategy (2018-2028) following the mid-term review.
- Deliver the annual planning, delivery, monitoring and review cycle related to environmental water within the catchment, including the development of seasonal watering proposals and stakeholder engagement.
- Continue to deliver projects that support recovery from the 2022 and 2023/24 flood events.
- Implement and report on the Catchment Partnership Agreement through the Goulburn Broken CMA Annual Report.

The new Shepparton Irrigation Region Land and Water Management Plan 2050 has reset the direction for the efforts across the Irrigated landscape of the Goulburn Broken region and will provide integration from multiple programs to continue to enhance the resilience of the region and align with the high-level aspirations of the RCS.

## 9. Water for Agriculture (LOE 10)

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

### INDICATORS

- Provide commentary on actions taken to promote sustainable irrigation management practices to support the growth and viability of regional communities.
- Provide commentary on actions taken to plan and coordinate activities to manage salinity, waterlogging and water quality in agriculture areas.
- Provide commentary actions taken to improve flexibility for agriculture to continue to adapt to change and help the sector to increase water use efficiency.

Improving farm systems to allow for a future with less water in the Goulburn Murray Irrigation District (GMID) (and related irrigation footprint issues) is a key component in planning for resilient communities. The renewed desire of the Australian Government to recover additional water requires increased focus on landscape change across the irrigated landscape and will require the Goulburn Broken CMA to pro-actively connect and promote the effective use of water as it relates to food production and other uses. The Goulburn Broken CMA will continue to lead the regional community in the adaptation and transformation of the region through the implementation of the newly updated Shepparton Irrigation Region Land and Water Management Plan 2050.

The Goulburn Broken CMA will further:

- Deliver on-ground works (including through the efficient and effective Drainage Cause Declaration approach) to manage impacts around surface drainage and sub surface-drainage with Goulburn-Murray Water. The impacts of the floods from 2022 and 2023 will continue to be dealt with in the assessment and update of the system to respond and adapt to the changing risks of flooding and the priority for protecting high value landscapes.
- Manage and report on salinity issues as per the requirements under the Basin Salinity Management Plan 2030.
- In partnership with Agriculture Victoria and irrigators, will continue to deliver a revised and responsive Whole Farm Planning program including supporting extension activities incorporating energy, carbon and climate system considerations across the irrigated landscape.
- Continue to work with catchment partners to assist 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.
- The implementation of the Agricultural Re-development Coordination project will continue to work across the SIR to improve development outcomes and reduce environmental impacts.
- Continue to work with North East CMA and the One Basin CRC to better understand a lower water future and the implications for the region.
- Contribute to the transformation projects as part of the Murray Darling Basin Plan.





**VICTORIAN GOVERNMENT  
PRIORITY POLICY AREAS  
AND INDICATORS**

**GOULBURN BROKEN CMA  
CONTRIBUTION TO THE PRIORITY AREAS**

**10. Customer Data Protection**

**INDICATORS**

- To be developed by DEECA

Goulburn Broken CMA is committed to the protection of its data. It has continued to mature its Information Security Framework over the last seven years as it has progressively reviewed, improved and implemented its Protective Data Security Plan. This has included the delivery of training and awareness raising to employees in information security risks and the CMA policies and procedures along with significant investment in cyber security.

Following a full review of the CMA's compliance to the Victorian Protective Data Security Standards, a new Protective Data Security Plan was developed with a continued focus on improving employee and third party awareness, updating governance documents, improving information management practices, tracking information security indicators and assessing third party compliance through a review of procurement procedures to create a greater tie in with procurement activities.

In response to the rapidly changing technological landscape which has seen Artificial Intelligence (AI) based opportunities develop the authority has completed a Security Risk Profile Assessment that included a Privacy Impact Assessment, Systems Security Risk Assessment and an Assurance Framework Assessment to ensure AI technologies can be efficiently and safely implemented to support business capability improvements across the organization.

Goulburn Broken CMA maintains a risk-based Incident Management Framework which ensures data breaches are managed with an organisational context and board level oversight for significant events. A Cyber Security Incident Response Procedure provides operational guidance to respond to cyber events and ensures that the Victorian Government Cyber Incident Response Service and other key government stakeholders are engaged in the event of a Cyber Incident. Information Assets are regularly reviewed to identify current Business Level Impacts as per Office of the Victorian Information Commissioner and a Notifiable Data Breach Response Plan ensures that individuals impacted by a data breach are notified as per the Office of the Australian Information Commissioner standards and *Privacy Act 1988*.

Through internal policy and procedure, the CMA aims to clearly outline how the CMA 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.

11. Cyber Security

INDICATORS

- To be developed by DEECA

Goulburn Broken CMA acknowledges the ongoing and emerging risks of cyber security to Victorian Government entities and the delivery of Goulburn Broken CMA services. Goulburn Broken CMA continues to mature its cyber security systems and framework through a mixture of increasing employee awareness and improving both procedural and technical controls. It employs the Goulburn Broken CMA risk management framework to identify, assess, evaluate and treat cyber security risks with cyber security recognised as a strategic risk on its risk register.

Goulburn Broken CMA has adopted the 'Essential Eight' Maturity Model provided by the Australian Cyber Security Centre to support the cyber maturity assessment of its systems. It utilises the Cyber Security Incident handling guidelines by the National Institute of Standards and Technology in its Cyber Incident Response plan. An annual self assessment of the Essential Eight is completed via the Victorian Managed Insurance Authority cyber maturity benchmark process and results and targets are reported at board level and the broader Victorian public sector via the Department of Government Services.

Over the previous year the Goulburn Broken CMA completed a Major Incident Response Plan simulation and updated the Dynamics Disaster Recovery Plan as part of a broader Incident Management Framework review and completed a major Security Information and Event Management system and Firewall upgrade.

Key plans over the coming 12 months includes reviewing, updating and testing its Cyber Incident Response Plan, further implementation of Continuous Cyber Monitoring, improving the process of security, risk and cyber control assessment and increasing employee training and awareness. The Goulburn Broken CMA are supported by a DEECA funded statewide CMA project to improve cyber governance across the sector.



# 5. Future challenges and opportunities

## 5.1 Major business risks and strategies

Goulburn Broken CMA has a strong focus on the challenges that may impact the organisation's ability to achieve its objectives and in turn the opportunities that may arise from these challenges.

The purpose of the Goulburn Broken CMA risk management policy is to provide guidance regarding the management of risk to support the business principles, achievement of objectives, protect staff and assets and ensure financial sustainability.

The Goulburn Broken CMA's Risk Management Framework has been developed in accordance with the:

- Victorian Government Risk Management Framework (VGRMF);
- Standing Direction of the Minister for Finance 3.7.1 – Risk Management Framework and Processes;
- *Financial Management Act 1994*; and
- Australian Risk Management Standard (AS ISO 31000:2018) which includes the framework, principles and process.

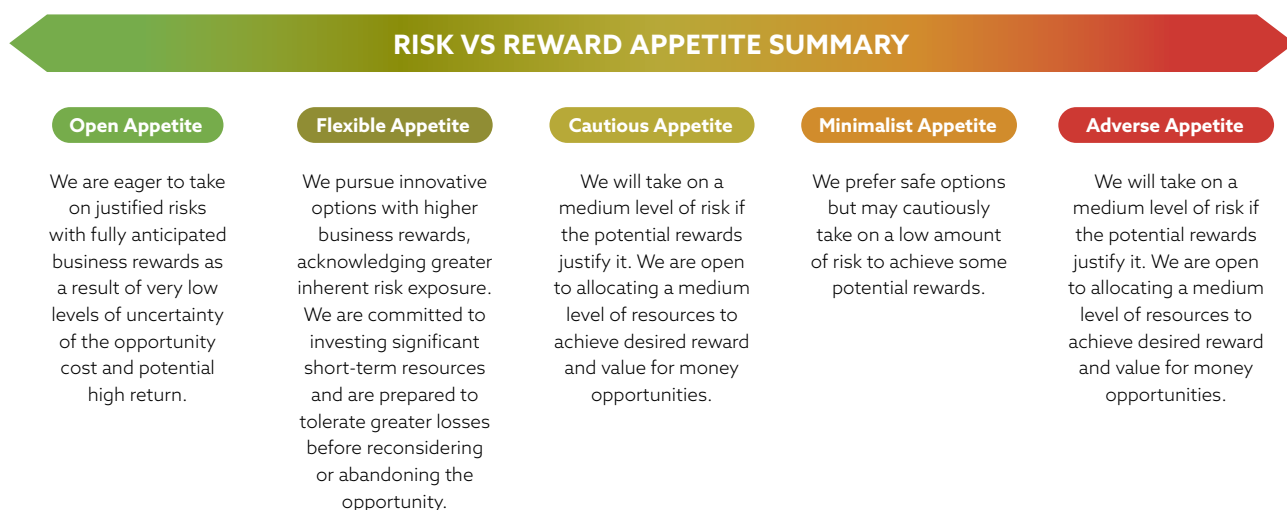
The Framework, adopting the ISO 31000:2018 principles (below), addresses how we will embed the management of risk into our culture and practices and, by doing so, support the Board and management in making informed decisions and provide assurance that a robust risk management approach is adopted across the CMA.

In line with the Victorian Government Risk Management Framework, Goulburn Broken CMA has adopted an approach whereby a risk reward trade-off is considered when defining the CMA's risk tolerance levels. The following Risk vs Reward Summary has been incorporated into the Goulburn Broken CMA's Risk Appetite Statement.





Strategic risks and Board risk appetite statements have been identified against the business principles and objectives and are reviewed by the Board annually.





Mitigation controls are detailed within the organisation's risk framework and are implemented and monitored. These assist in ensuring that the organisation is well positioned to respond to unforeseen challenges and opportunities.

FIGURE 9: GOULBURN BROKEN CMA RISK VS REWARD APPETITE SUMMARY



The following table outlines the identified strategic risks of the Goulburn Broken CMA, its alignment to our business objectives and the Goulburn Broken CMA's risk appetite.

<b>RISK EVENT</b> Plausible future event that will impact on objectives	<b>BUSINESS OBJECTIVE ALIGNMENT</b>	<b>BOARD'S RISK APPETITE</b>
<p>1.1 Inability to meet our financial obligation including the delivery of statutory services and our contract obligations.</p> <p>1.2 Decreased ability to attract funding for delivery and to find alternative revenue sources</p>	 <p><b>Financial Sustainability</b></p>	<p>The Goulburn Broken CMA must be financially sustainable to continue to serve its purpose and achieve its aspirations. The CMA has a:</p> <ul style="list-style-type: none"> <li>• <b>Adverse Appetite</b> for inappropriate use of financial resources</li> <li>• <b>Adverse Appetite</b> for actions that impact on financial sustainability and our financial obligations</li> <li>• <b>Flexible Appetite</b> for exploring funding avenues to diversify revenue streams where they align with the Regional Catchment Strategy and the CMA's legislative obligations.</li> </ul>
<p>2.1 Systems, processes and resources do not support and enable service delivery and adequate management of risk.</p> <p>2.2 Failure to deliver quality outcomes for investors.</p>	 <p><b>Service Delivery</b></p>	<p>Goulburn Broken CMA has a:</p> <ul style="list-style-type: none"> <li>• <b>Flexible Appetite</b> for adaptive and innovative approaches to service delivery</li> <li>• <b>Minimalist Appetite</b> for the disruption or cessation of services due to poor management or related systems.</li> </ul>
<p>3.1 Failure to understand and adapt to changing demographics in the catchment or inadequate processes for engagement and communications that maximise catchment impacts.</p>	 <p><b>Community and Partnerships</b></p>	<p>Goulburn Broken CMA has a:</p> <ul style="list-style-type: none"> <li>• <b>Adverse Appetite</b> for activities that will damage the organisation's reputation.</li> <li>• <b>Flexible Appetite</b> for activities to create change, challenge community and increase community engagement and collaboration in the implementation of the Regional Catchment Strategy.</li> </ul>
<p>4.1 Inadequate workforce planning for succession and retention of key skills and corporate knowledge.</p> <p>4.2 Failure to maintain the Goulburn Broken CMA's culture, employee engagement and values.</p> <p>4.3 Failure to ensure the safety and wellbeing of our people and contractors.</p>	 <p><b>Our People</b></p>	<p>People are the key asset of Goulburn Broken CMA. To protect its staff, the CMA has a:</p> <ul style="list-style-type: none"> <li>• <b>Flexible Appetite</b> for activities that support and improve staff safety, satisfaction, engagement and capability.</li> <li>• <b>Adverse Appetite</b> to risk the safety and wellbeing of our staff, contractors and community we engage directly with.</li> <li>• <b>Adverse Appetite</b> for poor culture and performance.</li> </ul>

<b>RISK EVENT</b> Plausible future event that will impact on objectives	<b>BUSINESS OBJECTIVE ALIGNMENT</b>	<b>BOARD'S RISK APPETITE</b>
<p>5.1 Failure in fulfilling duties, legal obligations or complying with Ministerial expectations.</p> <p>5.2 Our decisions do not reflect appropriate levels of integrity, accountability and transparency.</p> <p>5.3 Our information technology, data records and systems do not support our governance requirements.</p>	 <b>Governance</b>	<p>As a statutory authority Goulburn Broken CMA seeks to comply with relevant statutory requirements. The CMA has:</p> <ul style="list-style-type: none"> <li>• <b>Adverse Appetite</b> for non-compliance with statutory and legal obligations and requirements.</li> <li>• <b>Cautious Appetite</b> for compliance with non-statutory requirements.</li> <li>• <b>Adverse Appetite</b> for Information security breaches, misconduct, fraud and non-compliance behaviour that undermines the integrity of the Goulburn Broken CMA.</li> </ul>
<p>6.1 Failure to be adaptive and innovative.</p> <p>6.2 Failure to provide strategic leadership and address key catchment priorities.</p>	 <b>Leadership and Strategy</b>	<p>Goulburn Broken CMA has a:</p> <ul style="list-style-type: none"> <li>• <b>Flexible Appetite</b> for activities that increase our influence as NRM leaders to maximise catchment outcomes.</li> <li>• <b>Adverse Appetite</b> for investing in and allowing activities which will degrade the environment.</li> </ul>
<p>7.1 Failure to adequately consider the impacts of climate change (adaptation and mitigation) in organisational decisions and service delivery.</p>	 <b>Climate Change Response</b>	<p>Goulburn Broken CMA has a:</p> <ul style="list-style-type: none"> <li>• <b>Flexible Appetite</b> for innovation and new approaches which mitigate, adapt and transform in response to the impacts of climate change</li> <li>• <b>Minimalist Appetite</b> for failure to reasonably consider climate change</li> </ul>
<p>8.1 Failure to meet regulatory obligations related to cultural heritage and government agreements.</p> <p>8.2 Failure to meet minimum funding requirements for TO procurement.</p> <p>8.3 Failure of government to support TO partnerships and self-determination.</p> <p>8.4 TO organisations express concern about partnering with Goulburn Broken CMA.</p>	 <b>Traditional Owners</b>	<p>Goulburn Broken CMA has a:</p> <ul style="list-style-type: none"> <li>• <b>Adverse Appetite</b> for non-compliance with statutory and legal obligations and requirements.</li> <li>• <b>Minimalist Appetite</b> for activities that will damage Goulburn Broken CMA reputation or long-standing partnerships with Traditional Owners.</li> <li>• <b>Flexible Appetite</b> for Traditional Owner led approaches that support self-determination.</li> <li>• <b>Open Appetite</b> for Traditional Owner led approaches that may be experimental or have long timeframes.</li> </ul>

# 6. Estimates of revenue and expenditure

## 6.1 Programs budget

Funding shown below for 2025-26 includes indicative allocations and reasonable estimates of funds which the Goulburn Broken CMA expects to receive in 2025-26 based on the assumptions outlined under 4.2.

FUNDERS PROGRAM CODE <sup>1</sup>	CARRY FORWARD FROM 2024-25 <sup>2</sup> \$	STATE GOVERNMENT FUNDING \$	FEDERAL GOVERNMENT FUNDING \$	OTHER FUNDING \$	PROGRAM REVENUE TOTAL \$	PROGRAM EXPENDITURE TOTAL \$	CARRY-OVER TO NEXT YEAR <sup>3</sup> \$
<b>Biodiversity, Land Health and Landcare Program</b>							
S1, S7, C1, O1	2,330,986	1,139,190	2,277,722	11,000	3,427,912	3,681,768	2,077,130
<b>River and Wetland Health</b>							
S2, S7, C2, O1	2,878,884	5,232,632	653,000	—	5,885,632	6,407,382	2,357,135
<b>Floodplain</b>							
S3, O1	2,061,190	1,001,717	—	100,000	1,101,717	2,675,906	487,001
<b>Sustainable Irrigation</b>							
S4, S7, O1	1,930,020	3,307,000	—	56,000	3,363,000	3,689,892	1,603,128
<b>Strategy and Engagement</b>							
S5, S7, O1	940,804	434,684	—	90,000	524,684	1,298,868	166,620
<b>Corporate*</b>							
S6, S7, O1	2,721,200	349,316	—	1,497,200	1,846,516	2,384,251	2,183,465
<b>TOTAL</b>	<b>12,863,084</b>	<b>11,464,539</b>	<b>2,930,722</b>	<b>1,754,200</b>	<b>16,149,461</b>	<b>20,138,067</b>	<b>8,874,478</b>

\*Expense includes credit from corporate overhead charged to other program areas – refer to 6.7.4

(1) 'Funders program code' from the table of 'Income assumptions for the forthcoming financial-year', see below.

(2) Anticipated unexpended carry-forward funds from the previous financial-year, e.g. for multi-year funded programs as at early May

(3) Anticipated unexpended carry-over funds for next year financial

## 6.2

# Income assumptions for the forthcoming financial years

Revenue is assumed to be received in a timely manner and as contracted. Long-term funding commitments are important in providing certainty to the CMA business – for both financial and natural resource condition outcomes. As contracts may not extend to the full three-year period covered by the Corporate Plan budget, it is assumed that funding will continue per current funding levels for multi-year and recurring contracts. This includes funding for Victorian Water Programs Investment Framework and Commonwealth National Heritage Trust Program funding. The key income assumption for revenue are:

- Commonwealth's National Heritage Trust Program funding budgeted at known agreements and contracted work orders;
- State recurrent funding for Environmental Contributions Tranche 7 has not been considered;
- Enhanced Environmental Water Delivery Program, Stage 2 is \$265K in 2024-25 per agreement, and assumed \$600K in outer years;
- Victorian Landcare Grants are budgeted as per agreement to 2025-26 only; and
- New funding of \$900k has been included in 2025-26 and in the following 2 years.

INVESTOR PROGRAM REFERENCE	PROGRAM TITLE	2025-26 \$
<b>State Government - Department of Energy, Environment and Climate Action</b>		
S1	Victoria Water Programs Investment Framework – Biodiversity, Land Health and Landcare Program	353,000
S2	Victoria Water Programs Investment Framework – River and Wetland Health	3,664,496
S3	Victoria Water Programs Investment Framework – Floodplain	1,001,717
S4	Victoria Water Programs Investment Framework – Sustainable Irrigation	2,927,000
S5	Victoria Water Programs Investment Framework – Strategy and Engagement	116,000
S6	Catchment and Land Protection Act (1994) Corporate Governance Funding	668,000
S7	Other	2,734,326
<b>SUBTOTAL</b>		<b>11,464,539</b>
<b>Commonwealth Government - Department of Climate Change, Energy, the Environment and Water</b>		
C1	National Heritage Trust	2,277,722
C2	The Living Murray	653,000
<b>SUBTOTAL</b>		<b>2,930,722</b>
<b>Other</b>		
O1	Other	1,754,200
<b>SUBTOTAL</b>		<b>1,754,200</b>
<b>TOTAL</b>		<b>16,149,461</b>

### 6.3

## Operating statement

Revenue for 2025-26 will be similar to 2024-25, however revenue in the outer two years is reduced based on known agreements and estimates as outlined under revenue assumptions in item 6.2. The reduction in expenditure reflects the reduced funding outlook.

As delivery of projects extends over financial years for multi-year projects, a net deficit occurs in future years as the multi-year funding is expended.

2024-25 \$000	DETAILS	2025-26 \$000	2026-27 \$000	2027-28 \$000
<b>Revenue</b>				
	<b>State</b>			
10,036	Base & Other State Funding	10,797	9,669	7,583
668	Governance Funding	668	668	668
<b>10,704</b>	<b>Base &amp; Other State Funding</b>	<b>11,465</b>	<b>10,337</b>	<b>8,251</b>
	<b>Commonwealth</b>			
2,132	National Heritage Trust	2,278	2,191	2,411
653	Commonwealth Living Murray & Other	653	0	0
<b>2,785</b>	<b>Commonwealth Total</b>	<b>2,931</b>	<b>2,191</b>	<b>2,411</b>
	<b>Local &amp; Other</b>			
740	Interest - Other	600	400	345
100	Floodplain & Works on Waterways	100	100	100
1,206	Miscellaneous including asset sales	1,054	998	998
<b>2,047</b>	<b>Total Local &amp; Other</b>	<b>1,754</b>	<b>1,498</b>	<b>1,443</b>
<b>15,535</b>	<b>TOTAL REVENUE</b>	<b>16,149</b>	<b>14,026</b>	<b>12,105</b>
<b>Expenditure</b>				
6,746	Payroll Expenses	7,869	6,835	5,899
314	Plant Operating Expenses	331	288	248
599	Consultants	2,248	1,753	1,513
7,136	Contractors	5,456	3,238	2,795
1,328	Incentives Paid	1,370	990	854
202	Materials	192	167	144
1,957	Other Operating Expenses	2,541	1,707	1,473
272	Finance Expenses	131	114	98
<b>18,554</b>	<b>TOTAL EXPENDITURE</b>	<b>20,138</b>	<b>15,090</b>	<b>13,024</b>
<b>(3,019)</b>	<b>NET RESULT / (DEFICIT)</b>	<b>(3,989)</b>	<b>(1,064)</b>	<b>(918)</b>
<b>(3,019)</b>	<b>TRANSFER TO COMMITTED FUNDS RESERVE</b>	<b>(3,989)</b>	<b>(1,064)</b>	<b>(918)</b>
<b>11,674</b>	<b>ACCUMULATED SURPLUS BROUGHT FORWARD</b>	<b>8,655</b>	<b>4,666</b>	<b>3,602</b>
<b>8,655</b>	<b>ACCUMULATED SURPLUS CARRIED FORWARD</b>	<b>4,666</b>	<b>3,602</b>	<b>2,684</b>

## 6.4

## Cash flow statement

Cash balance reduction over the outer years reflects expenditure on projects that cross over multi-years but cash received in advance.

2024-25 \$000	DETAILS	2025-26 \$000	2026-27 \$000	2027-28 \$000
<b>Cash flows from operating activities</b>				
	<b>Receipts</b>			
13,211	Government Contributions	14,587	12,812	10,880
740	Interest Received	600	400	345
973	GST Refunded / (Payable)	1,046	776	608
430	Other Revenues	1,070	1,008	1,008
	<b>Payments</b>			
-19,696	Suppliers and Employees	-20,904	-15,487	-13,300
<b>-4,342</b>	<b>NET CASH FLOWS FROM OPERATING ACTIVITIES</b>	<b>-3,601</b>	<b>-491</b>	<b>-459</b>
<b>Cash flows from financing and investing activities</b>				
	<b>Receipts</b>			
1,007	Proceeds From Sale of Non-Current Assets	200	200	200
	<b>Payments</b>			
-550	Payment of Lease Liabilities	-567	-583	-601
-636	Payment For Property, Plant and Equipment	-72	-114	-70
<b>-179</b>	<b>NET CASH FLOWS FROM FINANCING &amp; INVEST. ACTIVITIES</b>	<b>-439</b>	<b>-497</b>	<b>-471</b>
<b>-4,521</b>	<b>NET INCREASE / (DECREASE) IN CASH HELD</b>	<b>-4,040</b>	<b>-988</b>	<b>-930</b>
<b>19,101</b>	<b>OPENING CASH BALANCE</b>	<b>14,580</b>	<b>10,540</b>	<b>9,552</b>
<b>14,580</b>	<b>CLOSING CASH BALANCE</b>	<b>10,540</b>	<b>9,552</b>	<b>8,622</b>

## 6.5

# Balance sheet

Cash and equity reduce from 2024-25 and in the outer years in line with expenditure for multi-year projects where revenue has been received in 2024-25 and expended over the following years.

2024-25 \$000	DETAILS	2025-26 \$000	2026-27 \$000	2027-28 \$000
<b>Assets</b>				
14,580	Cash	10,540	9,552	8,622
1,800	Receivables	1,193	1,227	1,261
290	Prepaid Expenses	190	180	170
246	Property, Plant & Equipment	250	302	320
1,227	Right of Use Asset	1,350	1,385	1,430
<b>18,143</b>	<b>TOTAL ASSETS</b>	<b>13,523</b>	<b>12,646</b>	<b>11,803</b>
<b>Liabilities</b>				
1,892	Payables	1,235	1,270	1,305
1,350	Right of Use Liability	1,400	1,450	1,500
2,038	Provisions	2,013	2,115	2,105
<b>5,280</b>	<b>TOTAL LIABILITIES</b>	<b>4,648</b>	<b>4,835</b>	<b>4,910</b>
<b>12,863</b>	<b>NET ASSETS</b>	<b>8,875</b>	<b>7,811</b>	<b>6,893</b>
<b>Equity</b>				
4,209	Contributed Capital	4,209	4,209	4,209
8,654	Committed Funds Reserve	4,666	3,602	2,684
<b>12,863</b>	<b>TOTAL EQUITY</b>	<b>8,875</b>	<b>7,811</b>	<b>6,893</b>

## 6.6

# Estimated capital expenditure

The budgeted capital expenditure for the next 3 years is as follows:

	2025-26 Budget \$	2026-27 Budget \$	2027-28 Budget \$
Computer Equipment	60,500	56,500	47,500
Fixtures and Fittings	53,000	43,000	33,000
Motor Vehicles – leased	532,000	547,960	564,399
<b>TOTAL</b>	<b>645,500</b>	<b>647,460</b>	<b>644,899</b>

## 6.7

# Notes to the financial tables and statements

### 6.7.1

## COMPLIANCE WITH AUSTRALIAN ACCOUNTING STANDARDS AND FINANCIAL MANAGEMENT ACT

The financial statements have been prepared in accordance with Australian Accounting Standards and the *Financial Management Act 1994*.

### 6.7.2

## OTHER ASSUMPTIONS UNDERPINNING THE FINANCIAL STATEMENTS

The following key assumptions have been made in the development of the Corporate Plan:

- Salaries and wages incorporate an increase of 3 per cent;
- 0.5% for Superannuation Guarantee increased to 12%;
- The only borrowings the CMA has projected are for the financing of motor vehicles through VicFleet under finance lease, classified as borrowings for accounting purposes;
- Interest rates are assumed to remain stable over the plan period;
- Payments of State Funding to Goulburn Broken CMA from DEECA in respect of funding allocations will not attract GST as they are viewed as Government budget appropriations; and
- Amounts receivable from principal funding bodies shall be fully paid to the CMA by the end of each financial year.

### 6.7.3

## PROJECT COSTING PRINCIPLES

The Goulburn Broken CMA applies costs to projects based on an all-inclusive labour charge-out rate of labour costs, direct on-costs as well as a general overhead rate. Actual costs are monitored against the cost charge out calculation and an adjustment to charge-out rates made where material. Ongoing reconciliations are carried out to ensure that financial and the subsidiary project ledgers reconcile.

### 6.7.4

## CORPORATE FUNDING (INCLUDING OTHER PLANNED EXPENDITURE AND CORPORATE OVERHEADS ALLOCATED TO PROJECTS)

The CMA receives funding from the Victorian Government to fund its base corporate (governance) structure to discharge its responsibilities as a Statutory Authority operating under the *CaLP Act 1994*.

The CMA's current corporate structure established to diligently discharge its responsibilities is as follows:

- A Board of Directors
- CEO running the business with a skilled management team
- Community engagement which supports building awareness, and provides community feedback and advocacy of our strategies and programs, and
- Corporate Services covering finance, risk management, operational governance, communications and marketing, business administrative support, customer service, human resources, OHS support, accommodation and fleet management and ICT.

The Goulburn Broken CMA realises that in addition to discharging its statutory obligations, the CEO and Business Management units provide advice and management on all projects.

Consequently, the associated cost in excess of the base corporate funding grant is funded from both interest as well as a corporate charge levied on all projects commensurate with the degree of support provided. For the 2025-26 financial year, the corporate charge, to fund corporate functions, will remain at 11 per cent of project revenue.

### 6.7.5

## COMMITTED FUNDS RESERVE

The purpose of the Committed Funds Reserve is to disclose that part of the CMA's 'accumulated surpluses' that relate to future expenditure on committed works programs which have either not yet commenced or have not been completed at balance date. The Committed Funds Reserve is necessary as grant monies are taken to revenue as soon as the Goulburn Broken CMA has the right to receive those funds, however there is normally a time lag between the right to receive those funds and the commencement of the associated works program.

### 6.8

## Fees and pricing proposals (including details of cost recovery)

Goulburn Broken CMA has a responsibility for authorising works and activities on waterways, levee maintenance works (on Crown land) and providing flood advice. Section 264 of the *Water Act 1989* enables the CMA to raise fees and charges. The fees have been reviewed in accordance with the Pricing for Value Guide (DTF, 2020) underlying principles and has applied recovery of actual costs approach i.e. direct costs plus overhead costs, associated with the determination of an application.

### Details of the fees and charges for 2025-26 for Works on Waterways Permits/Licences

The CMA raises fees for Works on Waterways Permits on designated waterways within its region, under the provisions of the CMA's Waterway Protection By-law No. 3 or Works on Waterways Licences issued under Section 67 of the *Water Act 1989*.

This fee only applies to individuals wishing to construct works or carryout activities on waterways, such as bridges, occupation crossings and sand extractions.

Public agencies are exempt from most standard works provided these are constructed in accordance with general conditions determined by CMAs. The assessment of applications by the CMA will result in works which have been properly considered in relation to their impact on stability of waterways and stream environment generally.

The value of a charge unit is \$134.55 excluding GST, which is used in the Waterways Protection By-law No. 3 to determine fees and charges. Note that works on waterways are GST exempt.

APPLICATION	CHARGE (EXCLUDING GST)
<b>Lodgement fee/base fee</b> 3.5 charge units	\$471.00
<b>Additional assessment fee</b> 1.0 charge unit	\$134.55
<b>Fee for the amendment, renewal or transfer of a permit</b> 1.0 charge unit	\$134.55

On lodgement of an application, a fee of 3.5 charge units (\$471.00 excluding GST) is payable that includes a base fee of 1.5 charge units (\$202.00) with a typical expected additional fee of 2 charge units (\$269.00) to cover initial administration and assessment of the application and on-site inspection. Note that additional fees may be sought to cover additional hours if incurred with any unspent funds to be returned. A record of time spent will be provided to the applicant upon request.

**Details of the fees and charges for 2025-26 for Flood Advice and Levee Maintenance Works (on Crown land)**

These fees apply to individuals for flood advice and levee maintenance permits (on Crown land), excluding statutory referrals under numerous Acts and Regulations.

The value of a charge unit is \$148.00 including GST.

**FEE SCHEDULE FOR FLOOD ADVICE AND LEVEE MAINTENANCE PERMITS (ON CROWN LAND)**

PROPOSED APPLICATIONS	CHARGE (INCLUDING GST)
<b>Standard</b> Land-use and development (Including social housing), and flood advice (including insurance)	\$222.00
<b>Complex</b> Subdivision greater than 16 lots, WFPs, Solar Farms, mining, quarry, intensive agricultural farming, levee maintenance permits on Crown land.	\$444.00
<b>Pensioner concession</b> for Standard applications only.	\$188.00 (15% discount)
<b>Premium service (3 business days turn around)</b> for standard applications only.	\$444.00

On lodgement of a standard application, a fee of \$222.00 (including GST) (1.5 charge units) is payable to cover initial administration and assessment of the application. Should further work be warranted to determine the application a further assessment fee will be estimated and will be payable by the applicant at an hourly fee of \$148.00 (including GST) (1 charge unit). Following completion of the assessment, the actual costs will be reconciled with the estimated costs and an additional fee may be payable or a refund issued to the applicant.

**Fee exemptions**

Following natural disasters such as major floods and fires, application fees for flood advice for rebuilds may be waived for a period of 24 months from the date of the disaster. This would apply to both flood advice and works on waterway permits.

**Pensioner discount**

A 15% discount on fees and charges for applicants with a Pensioner Concession Card is provided. This discount also applies for applications associated with insurance and social housing advice.

**Revenue Impact of Fees and Charges**

The projected income will depend on the number of applications that attract fees and charges. Based on past trends during last financial year, the projected income receivable in 2025-26 is estimated to be \$101,000.

**Freedom of Information Application Fee**

The CMA charge fees for Freedom of Information The CMA charge fees for Freedom of Information applications in line with the *Freedom of Information Act 1982*. The application fee from 1 July 2025 is \$33.60 and access charges is \$25.22 per hour (1.5 x unit fee of \$16.81).

# Appendices

## APPENDIX 1

### Abbreviations

<b>CaLP</b>	<i>Catchment and Land Protection Act 1994</i>	<b>MDBA</b>	Murray-Darling Basin Authority
<b>CEO</b>	Chief Executive Officer	<b>ML</b>	Megalitre
<b>CMA</b>	Catchment Management Authority	<b>MS</b>	Microsoft
<b>CRC</b>	Cooperative Research Centre	<b>MP</b>	Member of Parliament
<b>Cth</b>	Commonwealth	<b>MOU</b>	Memorandum of Understanding
<b>DEECA</b>	Department of Energy, Environment and Climate Action	<b>NHT</b>	Australian Government's National Heritage Trust
<b>DCCEEW</b>	Department of Climate Change, Energy, Environment and Water	<b>NRM</b>	Natural Resource Management
<b>DTF</b>	Department of Treasury and Finance	<b>OHS</b>	Occupational Health and Safety
<b>EC6</b>	Environmental Contribution Funding Round 6	<b>RCS</b>	(Goulburn Broken) Regional Catchment Strategy
<b>EPBC</b>	<i>Environment Protection and Biodiversity Conservation Act 1999</i>	<b>RFMS</b>	Regional Floodplain Management System
<b>FTE</b>	Full-time Equivalent	<b>RWS</b>	Regional Waterway Strategy
<b>GL</b>	Gigalitre	<b>SES</b>	Social-Ecological System
<b>GMID</b>	Goulburn-Murray Irrigation District	<b>SIR</b>	Shepparton Irrigation Region
<b>GST</b>	Goods and Services Tax	<b>SIRLWMP</b>	Shepparton Irrigation Region Land and Water Management Plan
<b>HR</b>	Human Resources	<b>SIRPPIC</b>	Shepparton Irrigation Region People and Planning Integration Committee
<b>ICM</b>	Integrated Catchment Management	<b>SoO</b>	Statement of Obligations
<b>ICT</b>	Information and Communications Technology	<b>TLaWC</b>	Taungurung Land and Waters Council
<b>KPI</b>	Key Performance Indicator	<b>TO</b>	Traditional Owner
<b>LoE</b>	Letter of Expectations	<b>Vic</b>	Victoria
<b>LGA</b>	Local Government Authority	<b>WCAAP</b>	Victorian Water Cycle Adaptation Action Plan
<b>LWMP</b>	Land and Water Management Plan	<b>YYNAC</b>	Yorta Yorta Nation Aboriginal Corporation
<b>MDB</b>	Murray-Darling Basin		

APPENDIX 2

## Business objective indicators and targets

BUSINESS OBJECTIVE	INDICATOR	MEASURE	TARGET
<p><b>Governance</b></p> <p>We have effective governance structures and practices in place that comply with all laws and regulations and satisfy community expectations.</p>	Compliance with applicable Standing Directions under the Financial Management Compliance Framework Checklist	% of compliance against Standing Directions	100%
	Medium and high risk audit recommendations	% of medium and high risk audit recommendations actioned by due date	100%
	Training in integrity policies and procedures	% of employees trained in anti-corruption and integrity policies and procedures	100%
<p><b>Leadership and Strategy</b></p> <p>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.</p>	RCS Implementation Plan status	No. and % of actions completed of RCS Implementation Plan	100% of the agreed actions for the next 12 months as per the GB CMA RCS Implementation Plan
<p><b>Financial Sustainability</b></p> <p>We seek to increase funding to deliver on requirements and priorities. We meet all of our financial obligations.</p>	Total revenue as per financial statements	Total revenue	100% of Corporate Plan revenue
	New projects/ investments (beyond Corporate Plan)	No. and \$ of new projects outside of those listed within the Corporate Plan	100% of 'new funding' revenue \$ included within the Corporate Plan
	Financial solvency	Cash balance as percentage of committed costs	100%
<p><b>Service Delivery</b></p> <p>We deliver our services, programs and projects to achieve planned deliverables on time, on budget and to a high quality.</p>	Investor contracted projects are delivered on time and budget, as agreed	% of projects delivered on time and budget, as agreed	100%
	Staff training in project management training	% of project managers trained in project management training.	100%

BUSINESS OBJECTIVE	INDICATOR	MEASURE	TARGET
<b>Community and Partnerships</b> 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	No. of project delivered events and participants	100% investor targets
	No. of media releases (including social)	Social media followers and number of GBCMA website visitors	5% improvements on prior year results
	Partnership health	The partnership health score equal to or > 4 of the partnership health goal	Greater than 4
	No. of partners on projects	No. of partners on projects	100% investor targets
<b>Our People</b> We have capable and motivated people who can fulfil their potential in line with our values and behaviours including "The GBCMA 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%
	Employee job satisfaction	Overall job satisfaction and engagement score from the People Matters survey	80%
	Staff training	% of employee training costs (excluding hours) to employment costs	1.48%
	Staff injuries	Lost time injuries	Nil
<b>Climate Change Response</b> We lead in climate change adaptation and mitigation in our internal and external operations.	Greenhouse gas emissions inventory	CO2 tonnes	Net Zero by end of 2030 (Scope 1, 2 and 3)
	Climate change integration into project delivery	Measurement in development	TBD
<b>Traditional Owners</b> We partner with Traditional Owners to care for Country and support self-determination	Reconciliation Action Plan implementation status	No. and % of actions completed in RAP	95% of the priority actions completed in the 12 months as per the RAP action plan. >90% of all RAP actions (due by date of assessment) on-track, BAU or completed.
	Evidence of co-design and co-implementation of projects	No. of joint meetings to progress projects that heal Country No. of joint initiatives in place	4 joint meetings/yr 4 joint initiatives in place/yr

## APPENDIX 3

# Role of catchment partners

CATCHMENT PARTNERS	EXAMPLES	ROLE
<b>Community groups, networks and non-government organisations</b>	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.
<b>Traditional Owners</b>	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.
<b>Private land managers</b>	Farmers, lifestyle landholders and corporations.	With more than two thirds of the catchment's landscapes owned privately, landholders invest significant resources (time, money and land) into natural resource management and sustainable farm practices.
<b>Victorian Government, agencies and statutory authorities</b>	Department of Energy, Environment and Climate Action (DEECA), Ag Vic, Regional Development (Department of Transport), Parks Victoria, Water Corporations, Victorian Environmental Water Holder, Environmental Protection Authority, Trust for Nature, Country Fire Authority, State Emergency Service. and Goulburn Valley Health.	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. 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.
<b>Australian Government and agencies</b>	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.
<b>Local Government</b>	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 Natural Resource Management (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).
<b>Education and research</b>	Government research institutes (for example, Arthur Rylah Institute), universities and schools.	Education and research bodies support delivery, monitoring and evaluation of natural resource management.
<b>Industry groups</b>	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.
<b>Recreational users</b>	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.



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